



# CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF  
CHARITY ORGANIZATION SOCIETIES BY THE  
CHARITY ORGANIZATION DEPARTMENT  
OF THE

RUSSELL SAGE FOUNDATION, ROOM 613, 105 E. 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR

FRED S. HALL, ASSO. DIRECTOR

MISS M. F. BYINGTON, ASSO. DIRECTOR

VOL. IV. (NEW SERIES) DECEMBER, 1912

NUMBER 1

## CONTENTS

	PAGE
THE VOLUNTEER AS AN INVESTMENT .....	2
Katharine D. Hardwick	
THE VOLUNTEER IN THE SMALL CITY .....	5
Louise H. Merritt	
TASKS FOR THE VOLUNTEER .....	8
Margaret F. Byington	
THE RESPONSIBLE VOLUNTEER .....	14
Mary Goodwillie	
THE VOLUNTEER AND THE VETERAN .....	19
An editorial last word.	

## THE VOLUNTEER AS AN INVESTMENT

By KATHARINE D. HARDWICK,  
District Secretary, Boston Associated Charities

UNLESS a charity organization society realizes the need of these volunteers enough to put in a little working capital by seeing that part of the time of the district secretary is saved for training the new ones, it can expect little from them. Volunteers do not come "ready made" though many volunteers have made themselves and us as well. To train a volunteer is a process similar to the training of a paid worker except that it is longer, since the volunteer in all probability gives less time. I do not say to train a volunteer "to the standards of a paid worker," for I do not believe the paid worker's standards are any higher than those of the volunteer. In fact, it has always seemed to me that we should many times lower our standards in the thick of the battle if our volunteers did not persist in holding them up. When volunteers have done outside investigation on various family problems they realize how much intelligent visits to the natural sources of information can bring us, and they are not willing to plan for a family without that knowledge. I know personally that I should not dare to present a poorly worked out problem to my conference. They would consider it a waste of time, for instance, to vote "see relatives." This attitude keeps the paid worker constantly striving to reach the ideal that she has preached to her volunteers.

In speaking of volunteers I am not considering the friendly visitor, a now well recognized part of our societies, nor those who do tasks in the office, but the volunteers who wish to become proficient in field work. I do not believe it practicable to do really serious work with a field work volunteer unless he can give at least a morning a week, and the more time the better. This time should be unfailingly regular. In my district, the older volunteers share in the training. Whenever possible a competent volunteer committee shows the new worker the need of knowing thoroughly the real situation in each family before planning for it, and points out the resources available in building a plan. Before this committee come families where a permanent plan is not yet desired, and it is therefore possible to illustrate for the new worker the process of investigation in a way not practicable at the conference. He thus gets many of the technicalities of the work in a very human way. By carrying out their own votes these volunteers are saved from mechanical or theoretical planning, and gain a new insight into the relation between investigation and the rest of treatment.

During the first few weeks of training, I try to take as much time as possible to talk over the peculiar problems of the district and to find out all I can of the new worker's needs and attitude of mind. At the



very beginning I want every new worker to realize that he must think for himself and act, not, as he thinks I would like, but as seems best to him. More than that, I want him to question the necessity of every single call on family, employer, relative. I want him to feel that in no case is he an errand boy, that every call is a definite step toward helping the family. His tasks are graded as carefully as possible—those home visits which will show him the life of the district as well as the particular needs of the family; calls on landlords, on employers known to us, on physicians; looking up public records; later, calls on employers who know nothing of our work, and on churches, and last of all on relatives. When a worker has followed through several new problems, has worked them out and presented them to the conference, when he has thus seen the necessity of knowing about a family in order to work intelligently, he is ready to make a first visit. To an undisciplined mind, the task of remembering all the facts gleaned is often a severe one, but so far as I have observed the new volunteers make fully as good first visits as the average "secretary in training," and oftentimes better.

As a general rule the volunteer sees more of the executive side of the office than the new paid worker, since he has the opportunity of working on committees throughout the year. This training comes almost entirely through the older volunteers who are members of the executive committee. Nearly every worker who has to leave her district in the hands of a substitute has experienced the nightmare of the "week before"—the mad rush to finish affairs with which the substitute is not familiar, and the frantic writing of a last will and testament so full of unintelligible commands that the substitute can hardly read a line. These proceedings, which rob the worker of half the joy of a holiday, were spared me this summer, for the volunteer who was to take my place had been at conference every week and knew the district even better than I, since she had been there longer. So vacation for me began at five o'clock on the day before my holiday. During the weeks that followed I did not have to struggle to keep my district out of my mind; it was rather pleasant on the whole to think of it occasionally, secure in the knowledge that everything was well with it. Not the least pleasant part of the experience was to return to a district in the best of order and to have at hand for consultation the person who had done the work so well.

The mere fact that an individual need not work for money does not mean that he lacks intelligence and ability, or a social conscience. Surely the qualities of mind and soul that go to make a good social worker are not restricted to those who must earn their daily bread.

For the society which is alive to a good investment, these volunteers offer the best of returns. In various ways they can be of even more service than a paid worker. They touch the community in myriad ways that the paid worker does not, and the ideals of the society come from their lips with added force, for no one can accuse them of being "professional." Knowing more people of leisure in the city than the paid worker, they make the volunteer force self-perpetuating. Because they

are not in the district all day, they see the problems from a new angle of vision, they do not "get into ruts." I have in mind a morning when, as I came in tired and discouraged from a visit to an apparently hopeless family, my advice to have the children removed from the home was received by a committee of volunteers fresh and full of enthusiasm. One of them became a friendly visitor in the family, and to-day the children are being well brought up in their own home. Often the interest of the volunteers in the needs of the city is more vital because they are the real sons and daughters of the community, while the paid worker, though she may be a loving daughter, is often an adopted one. More than this, the volunteer generally keeps up his connection with one society for a longer period of years than the paid worker; in fact, in these days of constant changes, it has been the experience of many societies that their trained volunteers are of more lasting value than the constantly flitting paid worker. One has only to be a very green secretary in a new conference to realize that the volunteer forms the framework which holds the society together.

It is difficult for a worker "raised" by volunteers to realize how societies ever get their work done without them. If one had to make arrangements, for instance, for one's annual meeting, to get the invitations printed, to mail them, to compose the yearly special study to be read at the meeting, to arrange for tea and the entertainment of the visitors, what would become of one's daily work? Or if one had to do all the case work on new families, how carefully would that be done? And so one might go on enumerating all the tasks whereby a volunteer lifts the burden from the shoulders of the paid worker and deposits it where it belongs, on the shoulders of the community. Practice in meeting a critical situation can only be gained if the volunteer is left in the district alone, at first only for office hours and later for a half-day and longer. This is most important, and it should be remembered that no volunteer can do his best unless he is trusted and given responsible tasks, unless he is understood, and unless the greatest pains is taken to have him understand his work. Half the failures of volunteer work are directly traceable to a secretary who has no faith in it. In my experience the training of volunteers is more interesting work than the training of paid workers. I have found, if anything, a greater zeal for knowledge in the volunteer. Then there is the more or less selfish satisfaction of knowing that the volunteer will remain to share the work of the district and will not flit away as soon as he has learned all we have to teach.

I feel like calling volunteer work not an art, but, as the ancient quip characterized Boston, a state of mind. And the best way to arrive at that state of mind, I believe, is to run over the list of volunteers, known world-wide, who first taught us the real meaning of social service and have made it possible for it to grow and wax strong.

## THE VOLUNTEER IN THE SMALL CITY

By LOUISE H. MERRITT,

Director of the Associated Charities of Stamford, Connecticut

A SOCIETY which believes that its work is better done for using volunteers has no difficulty in finding them, even in a small city. There are likely to be more people "willing to help" than in the larger place, and for this very reason an unusual amount of care must be taken in choosing volunteers. Mere willingness to help is not in itself a qualification. Intelligence, discretion, and general dependableness are as indispensable here as elsewhere. Therefore it is better to have it understood at first that, paradoxical as it may sound, volunteers are not expected to volunteer, but that they will be asked to work as they are needed. To be asked to volunteer, then, becomes something of a distinction, and any possible sentiment of doing the society a favor by serving it is eliminated.

Although mere willingness is not sufficient, it is better to make sure that the willingness and a genuine interest in some phase of the work are there before doing the prospective volunteer the honor. Often a volunteer asked too soon is a volunteer lost. A young woman with many characteristics calculated to make her useful, but without the remotest interest in anything resembling a community problem, would have declined with amusement a suggestion that she do any work for the Associated Charities when it was first organized. At the end of the second winter she said, "Am I never going to be asked to do anything in that society?"

The particular task which a new volunteer is given must be largely determined by what he feels he can do and wants to do. The majority, particularly the younger ones, will want to begin with work in the office. These are given general clerical work, while the older ones who prefer office work at first are given the checking up of records, etc. It is an advantage to the secretary to have the volunteers begin with office work so that she may know them somewhat before she sends them out. She is likely to be more successful in her training of them if she knows something of their characteristics and habits of mind first. Some volunteers, however, are anxious to do at once what they call the "real work." These should begin, and those who have been in the office should begin, their work outside with consulting marriage, birth and death records; then other public records, such as tax-lists, probate court and police records. This work is a test of and a training in accuracy and thoroughness and the volunteer should continue to do it until accuracy and thoroughness in it are achieved. The next step is to the simpler sort of references—schools, former employers, other agencies; then to the more difficult ones—doctors, ministers, and, the most difficult of all references in a small city, former neighbors. Not until volunteers have come to handle these tasks efficiently and delicately should they be allowed

to undertake the most delicate one of interviewing relatives. Volunteers should be required to make all their reports in writing, and the secretary must criticize the reports carefully. In this way the volunteer comes gradually to know something of the art of record-making.

While it is unfortunate to allow a volunteer to take a step before he is ready for it, it is equally unfortunate to keep a volunteer at a job he has outgrown; to have him addressing envelopes when he wishes he were delving in the town records, or to keep him everlastingly seeing former employers and superintendents of schools when he may have ability enough and tact enough to interview relatives. It is important, therefore, to study closely the ability of each, and not to take for granted the inability of any to take the next step. It is hardly necessary to add that the volunteer should have clearly in mind the relation which the particular task he is doing bears to the whole process of which it is a part. In the small city particularly, where there may be no training class to teach volunteers to make this connection for themselves, the secretary must be careful that the significance of even the simplest part of the process is realized.

Often, through volunteer service, families and friendly visitors find each other in the small city, especially if the city was a village only a generation ago; the relationship comes ready-made. A volunteer goes to a family for the first time on an errand. The old lady of the house wants her name; then, "Didn't your mother used to be Jane Saunders? It was my husband and me that used to live in your uncle's house and take care of it for them when they was away winters," and the relation is established. Another connection was made when a woman said, "So you're Miss Emmet, John Emmet's daughter. I always wondered why none of those aunts of yours ever married—nice-looking girls too, all except Miss Katie."

Even more important than finding friendly visitors for the society, volunteer work will develop material for its board of directors. Any special ability will be brought out not only by the work itself but by the weekly conference of which the volunteer is a member. He may first be asked to serve on special committees of the board, and later be elected to the board itself. And if, as often happens, because of this ability which his experience in the society has discovered, his activities come to be drawn away more and more to some specialized form of social work in the community, the influence of the society is wider on that account.

There is room for specialization even within the society. Unlike a district secretary, the general secretary of a small society is not able, because of the greater amount of time she must give to the administrative side of the work, to supervise the work of the newer friendly visitors as closely as is necessary. This task, then, must fall to the chairman of the friendly visiting committee. He should have had a volunteer's training, and is preferably, though not necessarily, a director. He is thoroughly familiar with the history of every family visited. He receives the written monthly reports of visitors, and if the reports are not

sent regularly he asks for them, thus assisting any flagging sense of responsibility. He will talk over family problems with visitors when they wish it or when he thinks it necessary, and will ask the general secretary to meet with them if the problem is especially difficult. The chairman of this committee, then, is the most important factor in standardizing friendly visiting. The chairmanship of other committees will also draft off volunteers from general volunteer to more specialized work.

The small city has a good many of the characteristics of a large family. Each member of even a large group of volunteers knows all the others more or less intimately, and the bad effect of irregularity or habitual tardiness of one member is noticeable. Regularity, therefore, must be insisted upon, and in order to insist with any effect it is necessary that a number of directors undertake to do volunteer work with absolute regularity. For it is unreasonable of directors, in a place where everyone knows exactly what everyone else is doing, to expect a group of volunteers to regard their part of the work seriously and as of great importance unless the directors show that they so regard their own share.

Another method of ensuring regularity is to establish the custom of having a volunteer who finds he must be out of town on his regular day arrange to "change days" with someone, notifying the secretary in advance of the change.

Then at the end of the summer a volunteer needs to be reminded promptly that the work has been going on steadily all the time he has been away, that he has been missed at the office, as indeed he has been, and that he is expected to be on hand on the following Wednesday morning at 9.30. I heard a representative of a society (*not* charity organization) speaking of volunteer work at a conference. She said, "We used to have a good many visitors, but somehow or other they all melted away." Volunteers must not be given the slightest opportunity to melt away.

Directors who have done volunteer work can be of the greatest value to a new secretary in interpreting the town to her. Small cities are very individual and the general temper of the place is likely to be quite different from that of any she has known before. These directors, however, know the town intimately, and know the place which the society has in the town at any particular time. They know the attitude of other agencies, of town officials, and of individuals to the society, and should be able to do much towards smoothing the way for the new secretary, and making easier the beginning which is, at best, most difficult.

Volunteers working in the associated charities come to know their town as they have never known it before; they see sides of it they have never seen, and come face to face with problems they never knew existed. And because their town is like a large family their interest and their social enthusiasm are caught by other members of the large family, and so on and on.

It is the possibility of arousing a wide public interest in community

problems, and of educating public opinion through its volunteers, that constitutes one of the most hopeful aspects of the work of the society in a small city.

## TASKS FOR THE VOLUNTEER

By MARGARET F. BYINGTON

SHOULD not volunteer social work be a part of the normal life of young people? The International Committee of the Y. M. C. A. has formed a special department to urge young men as they leave college to do, during their first year out, some volunteer religious or social work. The Y. W. C. A. is beginning a similar work with college and boarding-school girls, and, in one city at least, the Association of Collegiate Alumnae has a committee to find opportunities for similar service for college girls. In a number of our larger cities Junior Leagues are being formed among young society women to stimulate interest in social work. The aim of these committees is primarily to develop the young people; to enable them to give concrete expression to their ideals of service, and to see that they do this under competent direction. Medical students are finding it worth while to give part of their busy years to working for needy families in order that they may get the social background of medical work. If such plans are to be made effective, it is necessary that social organizations shall be *prepared to train and use volunteers*. In no other way can we help more truly to create intelligent enthusiasm for social betterment.

Though the family problems with which the charity organization society deals offer special opportunities for volunteer service, our secretaries have often been so overburdened that they have not had time to evolve ways of using it effectively, and it must be added that they have sometimes lacked interest in doing so. The present article is an effort to put together some concrete suggestions made by different workers, and merely supplements the more general discussion in the other papers. The list of tasks appended to it was largely compiled by two members of the Charity Organization Institute, by Miss Cooney of the United Charities of Chicago, and Miss Hanson of the Cleveland Associated Charities.

Two weaknesses there have sometimes been in our attitude toward volunteers; one, and this is the more serious, a lack of faith in them, in their capacity for successful work; the second, perhaps an outcome of the first, an unwillingness to give the necessary time to plan work that is interesting and worth while. Possibly, in emphasizing the vital need for trained service, we may have become a little self-satisfied, and have assumed that paid workers have a monopoly of intelligence and zeal. We do indeed need their training and experience, but if we give the

volunteer the opportunity to acquire those elements too, there is no reason why he or she should not undertake almost any of the paid worker's duties. We have been too timid in our demands on volunteers, assuming that we must coax them to work, that we cannot count on their accepting responsibility or giving regular time. That is, I believe, a false assumption. Those organizations have the most volunteers who expect them to give definite service and to consider themselves active participants in the work. If we appeal to their imaginations, if we make them feel that their efforts are of value, we can, I believe, greatly increase the amount of our effective service for the poor. Such work need differ only in quantity, not in quality, from that of the paid worker. There are just two limits to the tasks that they may undertake; these tasks must be of genuine service to the family and to society, and they must be fitted to the volunteer's abilities.

Patient one must be in finding such work and in training beginners to do it effectively. Their work should be carefully graded according to the length of their experience and their skill. Important tasks should be entrusted only to those who are familiar with our standards and have shown tact and ability. We cannot afford to hurt our families or jeopardize our co-operation by the use of untrained or inefficient service. If, after genuine effort, a volunteer prove impossible, do not make a fetish of numbers by keeping the misfit on your list. In other words, treat your volunteer as seriously as you would a paid assistant.

If you feel that it is impossible to secure volunteers, consider carefully the kind of work that you have given to the few you may have had. Would it have interested you, had you been a volunteer? Would you have talked about it to your friends with such enthusiasm that they would want to enlist too? In more than one instance, I have known of a worker who believed in volunteer service coming into a community where there had been none and by her skill creating a group of enthusiastic workers. We shall never have volunteers unless we believe in them, seek them out, and give them worth-while occupations.

These tasks must obviously be suited to each individual's experience in life and in social work and must, as well, be such as to interest, to stimulate the imagination. For the volunteer of experience or of exceptional interest only can this element be totally disregarded. Those of us who rebel at the time we have to spend in writing records or keeping books should realize the futility of trying to interest another by giving him only these willingly abandoned tasks, unless, indeed, he has a bent for such work. The relation of every errand or clerical task to the vital side of our work should, as far as possible, be brought out. When the society in Orange, New Jersey, was starting a Confidential Exchange and had not sufficient office force to copy its own index upon the new cards, a group of young women undertook the task. Long and tedious though it was, they went at it with a will, realizing the importance of an Exchange and feeling that they were making a start possible. The volunteer who does an errand for a certain family should be en-



couraged to read the family record, so that he can see the part that this plays in the whole plan of treatment. Familiarity with the family history will also help him to see the significance of the discussion, when this case is considered by the case committee or conference.

Even those people who are not willing, or who like very young girls are not allowed, to visit families in their homes can be made to feel that the people we work for are real. If the helper who makes out the catalogue of the school attendance of children in families under our care is also tutoring a backward child at the office, he will read this human interest into the catalogue, and both tasks will become more significant. Office work may also be enlivened by interviewing applicants to find out whom they wish to see and what they want. This is particularly useful where there are several visitors who have limited office hours. A volunteer with charm of manner and more leisure can take the messages more satisfactorily than the ever-busy office staff. It makes him feel, moreover, that he knows some of the people, especially if he also reads their records.

To one who shrinks from contact with our clients in their own homes or who feels inadequate to the task of being a friendly visitor, give simple and definite errands to families—to see whether the man got work, whether the sick child is able to go back to school, to pay a pension, etc. He will, if he have in him the right material, like the people, finding them more like himself than he had supposed, until this natural initial hesitancy is overcome.

He may be drawn into being a friendly visitor as he knows the families and sees the possibilities of intelligent service to them. A member of a district committee in one city had been unwilling to be a friendly visitor, though she had the personality requisite to make a good one. She was asked by the secretary one day to take a woman to the hospital in her automobile, which she gladly did. Attracted by the children, who were to be left at home in the care of the eldest, a girl about sixteen, she promised the mother that she would keep an eye on them, and by the time the mother came back was too interested to stop visiting. By this natural method of approach an excellent visitor was secured for this difficult family.

One capable volunteer can sometimes work up a special kind of co-operation. In a New York district, for instance, one is responsible for co-operation with the schools. A committee of which she is chairman makes all inquiries as to the grades, physical condition, etc., of the children in pension cases, follows up their attendance, sees the teacher about any backward children, and arranges to have them tutored. This division of work gives her a real responsibility and obviates any difficulty due to having too many people visit one agency. The secretary believes, moreover, that these young women have developed a finer spirit of co-operation than she could herself.

So far we have considered work which the secretary would otherwise have to do. As the volunteer becomes more experienced, his advice be-



comes increasingly valuable. In a New York district a special committee of three goes over the records from time to time to see that all the suggestions made by the conference have been carried out, for, when delays occur, these suggestions are sometimes lost track of by both district conference and secretary. Miss Goodwillie speaks of the value of having volunteers read through the case record before the conference, and Miss Hardwick of the work of the "daily committee."

They are also helpful in securing and training new volunteers, as Miss Goodwillie points out. One enthusiast is a good source of contagion and can win recruits far better than anyone else. If there is a specific task to be done, ask your committee to find somebody to do it. Sometimes they know people, for instance, who speak a foreign language and would really welcome an opportunity to practise it either as friendly visitor or as interpreter. To speak their tongue establishes at once a peculiarly happy relation with an immigrant family, and such a definite plea may secure the service of those who would not otherwise have enlisted.

Just a word about tasks for men. It is difficult to convince a busy man that the society needs his services. Probably only young men not already overburdened with other duties will undertake the tasks here outlined. But many young men there must be in each community who would really enjoy this contact with live problems. The Y. M. C. A. is working on the principle that a man's first year in a new city is a lonesome one, and that then is the time to get him to work. Through other young men, through university clubs, etc., some younger men might be enlisted. While, of course, they can do almost any of the tasks suggested, it is, I believe, better to give them those which are particularly a man's work. In districts or societies with women visitors only, they will realize that it is better for them to make night visits to men and visits to men in lodging-houses and to some landlords and employers, and to interview some court officials and police. They know also that they can sometimes help big boys and men when a woman cannot. Make them feel that we need them.

Some men to whom such personal work makes no appeal may be encouraged to assume a certain responsibility for living conditions in the city or district. In Baltimore, a Polish committee organized in connection with one district has brought together the most intelligent of the Poles living there to work for the betterment of their own people.

Mr. Joseph Lee has somewhere said that every man is a safety match and you have to find the right box to make him strike fire. For the new volunteer, at least, we must hunt for the right box, for the task which will seem worth while and interesting. From this he can be led on to increasingly valuable and effective service.

#### A LIST OF TASKS *Making Card Indexes*

Card catalogue of co-operating agencies.  
Index of types of problems.

- Street index.
- Card index of special contributors.
- Index of volunteers and kind of tasks that they have done.
- Card catalogue of school children in C. O. S. families; age, grade, school attendance.
- Lists of families for summer outings, Christmas gifts, etc.
- Card catalogue of committees.
- Classified lists or special schedules.
- Classification and indexing of correspondence.
- File and index of annual reports, pamphlets, etc.

#### *Work on Records*

- Copy face cards.
- Make out new record envelopes for torn ones.
- Summarize long case records.
- File records and index cards.
- Do volunteer stenographic work.
- Rewrite written reports from visitors and enter them on records.
- Enter committee decisions on records.

#### *Committees*

- Serve on committees.
- Serve as secretary of committee.
- Welcome new members of committee.
- Review records of cases before committee meeting to be sure that entire plan is carried out.
- Follow up absent committee members.
- Serve on special appeals committee.
- Secure contributions for cases.
- Write visitors for reports.
- Serve on committees to work out answers to questions in "What Social Workers Should Know" or some other form of simple local survey.

#### *Statistics*

- Make entries on statistical cards.
- Put treatment on treatment cards.
- Make out monthly reports.

#### *Work for Families*

##### *Investigation.*

- Look up records of
  - Schools,
  - Hospitals and dispensaries,
  - Courts and police,
  - Tenement house department,
  - Board of health,
  - Marriage, birth, property, etc.
- Make reference visits to
  - Teachers, school nurse, truant officers,
  - Employers and former landlords,
  - References in the country,
  - Co-operating agencies.

##### *Co-operation.*

- Secure co-operation of church or other agency in plan for family.

##### *Medical care.*

- Take women and children to dispensary.
- See that children in tuberculous families have regular examination.

Accompany patients to hospitals.  
Secure specialist for particular cases (orthopedic or bedridden, for example).  
Make arrangements for medical care.  
Visit members of C. O. S. families in hospitals and sanatoria.

#### Employment.

Find better work for men and women already employed.  
Find work for the unemployed.  
Find special work for the handicapped.  
Secure co-operation from present and future employers.  
Find sale for handwork.

#### Work for children.

Keep track of boys and girls approaching working age and help them to find proper work.  
Get children into settlement classes.  
Tutor backward children.  
Tutor gifted children in music, drawing, etc.  
Help them get books from library.  
Make plans for recreation for them, especially for working girls.  
Persuade girls to enter trade school.  
Conduct children to and from station.  
Take children to be fitted with clothing, shoes, etc.

#### Visits to families.

Take pensions or carry messages.  
Visit to see if children wish to go to country.  
Act as interpreter.  
Collect penny savings.  
Conduct home library.

#### To lead up to friendly visiting.

Help woman to manage on a certain income.  
Help her to make over clothing given; to make the right kind of baby clothes.  
Help girls in widowers' families to keep house and care for younger children.  
Take care of baby while woman goes to hospital, etc.  
Visit families that have no friendly visitor to see whether work has been secured, how the sick are getting on, etc.

Act as friendly visitor.

#### *Miscellaneous*

Pay bills.  
Hunt rooms.  
Keep books.  
Send out notices of meetings.  
Keep office hours in office.  
Make maps of district or of city showing position of charitable agencies,  
C. O. S. families, saloons, schools, churches, playgrounds, settlements, etc.

#### *Special Tasks for Men*

#### Work for families.

Visit at night.  
Visit men in lodging-houses.  
Visit saloon-keepers, landlords, etc.  
Visit men in sanatoria and institutions.  
Persuade former employers to pay directly to volunteer wages of intemperate or non-supporting husbands.

Visit families in which men or boys need special attention.  
Find employment.  
Take men and boys to have clothing fitted.  
Give legal and medical advice in special cases.  
Act as volunteer probation officer.

Neighborhood tasks.

Teach classes in English for foreigners.  
Learn opportunities for foreign books in libraries, for special classes, lectures.  
Work for increase of such facilities.  
Watch moving picture shows and other local amusements.  
Organize men's neighborhood clubs for neighborhood improvement.

---

## THE RESPONSIBLE VOLUNTEER\*

By MARY GOODWILLIE,

Chairman of the Committee on Volunteer Service of the Federated Charities  
of Baltimore

THE volunteer is so much in the lime-light just now that there is a hazy impression abroad that he is a new discovery. A moment's reflection, however, makes us realize that the volunteer is the *sine qua non* of all charitable effort, without whom the trained worker could never have been. For the volunteer was the moving spirit in the charity organization movement—the volunteer crying aloud for trained service, making such service possible, and almost losing his own life in the effort. With our insistence on expert investigation, our surveys, our specialized agencies, the rapid growth of our schools of philanthropy, the trained worker for a time took the center of the stage. Now, we have not exactly rediscovered the volunteer, but we have discovered *the relation of the volunteer to the trained worker* and we are all busy in putting into words the new thoughts which it stirs up in our minds.

The hope for the future of volunteer service lies in the rightness of this relationship. The first step in establishing it is to overcome the suspicion, contempt and misunderstanding which still too often exist on both sides.

I said that trained workers were called into being by volunteers. I should have modified this by saying by the far-seeing, generous-minded volunteers with the statesman's, the prophet's vision. The large body of charitable people were jealous at first of the entrance of the professional into the field of private charity. On the other hand, the trained worker, looking about on the confusion of philanthropic activities, has too often felt a scarcely concealed contempt for all volunteers.

The little group of people who in June, 1881, founded the Balti-

---

\* This article is in part a paper read at the Maryland State Conference of Charities and Correction, Cumberland, December 4, 1912.

more Charity Organization Society bequeathed to us some splendid traditions of volunteer service. These traditions have never been lost sight of, but we have found that we cannot live and grow on traditions alone. It is not enough to be proud of the past; we must look to the present with its changing conditions. Neither is it enough to give a formal acceptance to the idea that volunteer service is a fundamental in organized charity; we must have a belief in it, so real and so vital that it stirs in us the missionary spirit to go forth and kindle the belief in others.

A number of years ago, organized charity in Baltimore had a loyal friend in a clergyman who was a magnetic preacher and an inspiring leader of men. His earnest appeals to church people to work in the Federated Charities sent eighty volunteers into one district. It was a splendid challenge generously responded to. When we of a later day hear this story, we ask ourselves, where are they now? The truth is that hardly one was held to the work beyond a very short time. This and similar experiences have taught us to know that it is comparatively easy to get volunteers and singularly hard to hold them. This has been the starting point of our work with volunteers during the last two years. We became conscious about that time that the volunteer side of the Federated Charities was not growing strong as rapidly as the other parts of the work. We were making no systematic effort to get volunteers and no serious study of how to keep them. The growth was spasmodic, the methods haphazard, and a new volunteer more or less of an accident; much excellent material was never found and some was allowed to slip away. This became a matter of grave concern to those most interested in volunteer service.

We faced the situation as frankly as we could and tried to learn the truth. Two things came out clearly: First, that volunteer service could never grow and develop unless the case workers and district secretaries genuinely believed in it. They must feel it as much a part of their work as are the problems of poverty. They must see a vision of organized charity standing with both hands out, one to those who need help and one to those who need to give help—and who knows which need is greater? They must study their volunteers as they do their cases and fit the worker to the task. They must see that the smallest task gives training in the principles of organized charity and becomes an open door to a right understanding of social needs and conditions.

One of the most interesting things about organized charity is that it is always perceiving new truths, learning new methods, making finer adjustments. The trained worker is coming to see that she is responsible for a right social understanding which can only be brought about when rich and poor, high and low, saint and sinner, really know one another, and in order to develop this right understanding she must acquire a new technique.

This then is the first point which trained workers must learn in order to develop a helpful relationship, namely, that the volunteer has needs to be met as well as help to offer. Trained workers have

learned to study with patient care the problem of the poor, searching out facts and striving to understand their significance before suggesting a remedy. And just as the most successful plan for a family is the one which is most finely adjusted to special and peculiar needs, so the most effective use of volunteers will take into consideration all the special gifts, the qualities of mind and heart, the limitations and inexperience of the volunteers, and try to fit them to the tasks best suited to them. There are trained workers who have a genius for the use of volunteers; there are others who have not, so that there will always be great unevenness in the work, but there is a technique which can be mastered by everyone.

The second point that became clear to us was that volunteer service could never be developed by the trained workers alone. The volunteer must help and must become a larger and larger factor in it. To this end we must call into being the responsible volunteer, by which I mean the volunteer who will take responsibility; responsibility for management, for finance, for case work, and most of all for volunteer service. It is the volunteer happy in his work who will make the best appeal to other volunteers. I have in mind one or two who by their charm and enthusiasm have made the work look so attractive that others have been drawn irresistibly to it.

It is essential that the trained worker should know how to make use of volunteers, how to train and direct them, but she has neither time nor leisure of mind to do all that the painstaking and complicated task demands. A fresh mind free from the exacting daily routine, and unburdened by the numberless details which are the lot of the case worker, will work out original plans and be quick to seize all the opportunities.

#### COMMITTEES AND CLASSES

I should like to speak of two ways in which the Federated Charities of Baltimore has tried to develop the responsible volunteer. Having taken a good look at the problem, we took our first step toward working it out by forming a committee whose function was to give time, thought and systematic effort to the best ways of inspiring and applying volunteer service. The committee is composed entirely of volunteers, one representative from each district, and five at large whose special fields are the churches, school alumnae associations and colleges. We have not much to show for the first year's work. It was not to be a campaign but a steady growth, and we have taken to heart Mr. McLean's teaching that we must hold what we gain.

We are, however, very sure that there is a far greater interest in volunteer service, that more volunteers feel themselves responsible for its development and that many people have been reached and annexed who would have been overlooked in the old accidental way.

Our second venture is the classes for volunteers which were formed and carried on last winter and which are being repeated this year. These classes grew out of the demand from the volunteers themselves, and now

we have four offering training to volunteers or would-be volunteers. They are graded to suit varying needs.

The first is a group of eighteen young girls who have absolutely no knowledge of social work, conditions or needs, and very little experience in life. Their ardent and generous enthusiasm and unoccupied time would lead them to "do something," and the object was to catch them before they did it, give them some simple elementary instruction, and seek to direct their energies.\* Several of last year's class are now faithful workers in the districts, two are tutoring backward children, two are recording secretaries for district boards, two are helping with clerical work, one is a friendly visitor and one has gone into training to prepare for medical social service.

The second class is composed of twenty-two volunteers already at work who asked for a short course in Friendly Visiting. When the course was planned it was found to be feasible and desirable to make *six* of the lessons introductory. We must have some peg of knowledge on which to hang friendly visiting. The first lesson dealt with "The History and Principles of the Charity Organization Movement." As we finished the hour, a volunteer who had done excellent work in one of the districts for four years came up to me, and said that for the first time she understood how organized charity had come about and that a flood of light was thrown on her work. Surely the volunteer needs background and historical perspective for his definite concrete task! The second lesson dealt with "The Normal Family and the Family in Distress;" the third with "Definite Knowledge as a Basis for Action," and here the work of the trained worker was explained. This lesson was conducted by the assistant secretary and a first investigation was analyzed and commented on. By the fourth lesson we had come to the volunteer. We called it "Making a Plan—the Volunteer as a Member of a Committee." The week following, we had a practice board meeting in which to test our skill at plan-making. To give the meeting interest and genuineness, one of the district secretaries presented three cases which had the day before been discussed at her own board meeting. We had the minutes of that meeting, and when the hour was over compared them with the decisions and suggestions of the class. Then followed three lessons on Friendly Visiting, with special reference to cases of widows with children.

The third class is part of the curriculum of Goucher College, the Baltimore college for women. It is a course of three hours a week on Philanthropy under the direction of the General Secretary of the Federated Charities. Through the generosity of the college, all Federated Charities volunteers were invited to attend these lectures without a fee, and sixteen have this first year availed themselves of the privilege.

The fourth class is the regular training class for paid workers to

---

\* An outline of this course may be had upon application to the Charity Organization Department.

which a few carefully chosen, serious-minded volunteers are admitted as a special privilege. Six such rare spirits have been found this year. The amount of time which they are required to put into the districts to keep up with the class requirements and the intimate knowledge of case work thus learned will make them valuable allies to the trained worker.

Training is the key-note in the development of the responsible volunteer, but it is not all done in classes. The right kind of a district board meeting can do much to give the volunteer an insight into sound charity work. Unfortunately, district conferences are too often dull and the discussion too often wandering, so that the volunteer goes away with a confused notion of what it was all about. If the district secretary states clearly the problem, using the blackboard outline; if the chairman makes it plain that the object of the conference is to find a solution of the problem, or to make a working plan, and keeps the discussion to this point; if the rehabilitation plans are followed week by week and cases reported on and not lost sight of—the faithful volunteer who comes regularly will find himself growing in knowledge.

In the Southeastern District, we have found it helpful to the discussion to have at least two volunteers, besides the chairman and friendly visitor, familiar with the case records. At the end of each meeting we appoint two members to come early the following week to read through the new cases.

The district office also plays a part in volunteer development. I know one secretary who says to her volunteers, "The district is yours." This she could not do unless she could make them welcome there, for a volunteer who feels herself in the way will be shy about coming to the office. If they are to come for tutoring, for clerical work, for consultation with the district secretary, there must be some room where they can do their work without interfering with the applicants' right to privacy. The responsible volunteer must get most of her training in the district, in close touch with all that goes on there, and often there is no better time for her development than the luncheon hour with its atmosphere of companionship and comparative leisure.

After all is said and done there is only one way to get volunteers, one way to hold them, one way to develop them; it must be done for the individual by the individual. It is not enough to form classes. Each member of each class must be seen personally and fitted in his niche, and his work must be followed and advised upon. In order to keep and interest a volunteer, it is sometimes necessary to change his work—perhaps more than once—or to transfer him from one district to another. Our real success has been won in this way. Our greatest gain in numbers has been in those districts where each volunteer has made himself responsible for one new volunteer during the year. Our greatest gain in efficiency has been where the district secretary has been able to give the most individual attention to her volunteers, learning to know them and interpreting to them their tasks. Our Committee on Volunteer Service will succeed or fail according to our ability to put upon each



member the full measure of responsibility for the development in his own field. Short cuts, royal roads, wholesale measures are no more effective in developing volunteer service than they are in other problems of organized charity.

It is comparatively easy to suggest ways of developing the intelligent volunteer, but we must go further and hold up an ideal of service which shall require of the responsible volunteer loyalty to the organization under whose banner he has enlisted and faithfulness to duty even at the sacrifice of pleasure and comfort. We must breathe into him that spirit of service which shall realize Mr. Almy's phrase that modern social work is religion applied to life. To the volunteer working in this spirit, many things shall be revealed and life will be greatly enriched with those wonderful by-products of volunteer service—tolerance, patience with ignorance and stupidity, mental honesty which sees impartially success or failure, steadfast courage in the face of defeat, renewed faith in human nature, and the knowledge that we cannot influence others without first deepening our own personalities.

---

## THE VOLUNTEER AND THE VETERAN

AN EDITORIAL LAST WORD

THERE are violent rushes from one side of the ship to the other; we cry "Lo here!" and "Lo there!" but still the ship does not sink; it was built to float and, in fact, it does. In this matter of volunteer service in social work, we have seen the professional worker put forward as a complete and satisfactory substitute for the volunteer, and we have seen the careless and wasteful use of volunteers do whatever it could do to discredit their service altogether. But the issue will not down; the deeper it is buried the more alive it becomes, and so we have also seen, during the last few years, in cities large and small, strong renewal of interest in the right utilization of this great social asset.

To the testimony with which this BULLETIN opens, to the evidence of a young district secretary and of a young board member, let a veteran add a word of personal experience.

As time has gone on, she has felt more and more her dependence upon the volunteer group for that elasticity and insight without which our tasks become as lead. Dr. Osler advises his professional brethren who are over forty to keep their faces turned resolutely toward the rising instead of the setting sun; our faces are so turned not resolutely but instinctively when our work is done in a company of devoted volunteer workers, many of whom are of the younger generation. They know the community in ways that we are too busy and too old to know it; they interpret it to us and, through their many points of contact, pass our message on to all sorts and conditions of men. If, at any time in the

past, the volunteer has been a Lady Bountiful who ruffled our democratic temper, she is this no longer, but an earnest seeker, rather, after relations of human helpfulness that, through all the imperfect social adjustments of our time, shall still be without condescension or self-righteousness.

The one suggestion, perhaps, that should be added to those already made in this number is that we deliberately choose our volunteer staff from as many different groups in the community as possible, that we avoid the tendency to draw too exclusively upon any one social set or upon those who have had any one kind of college or professional training.

Against a certain opinionated and self-righteous attitude in some of the trained social workers themselves we have to be especially on our guard. This world is not a stage upon which we professional workers are to exercise our talents, while the volunteers do nothing but furnish the gate-receipts and an open-mouthed admiration of our performances. Social work is a larger thing than that. When Balaustion recited the moving drama of the aged Athenian upon the steps of the temple at Syracuse, she recited it to an audience to whom the story of Alcestis was far more than a legend, and to whom some of the tragedies of Euripides were known by heart. It is such an audience—a *participating* audience—that is needed for all the finer developments of social work. When we look back over the line of pioneers in our own field of labor who held this faith and made it a living thing, who never were content just to do the work themselves but patiently kept step with the beginner, we can say of them, as Balaustion said of her own great countrymen,

Ah, that brave

Bounty of poets, the one royal race  
That ever was, or will be, in this world!  
They give no gift that bounds itself and ends  
I' the giving and the taking: theirs so breeds  
I' the heart and soul o' the taker, so transmutes  
The man who only was a man before,  
That he grows godlike in his turn, can give—  
He also: share the poets' privilege,  
Bring forth new good, new beauty, from the old.

We too can share the privilege of our masters, if we share their secret; we too can "bring forth new good, new beauty, from the old."



# CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF  
CHARITY ORGANIZATION SOCIETIES BY THE  
CHARITY ORGANIZATION DEPARTMENT

OF THE  
RUSSELL SAGE FOUNDATION, ROOM 613, 105 E. 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR

FRED S. HALL, ASSO. DIRECTOR

MISS M. F. BYINGTON, ASSO. DIRECTOR

VOL. IV.  
(NEW SERIES)

JANUARY—FEBRUARY, 1913

Nos. 2 & 3

## CASE HISTORY SERIES

### CASE VI

#### THE WIDOW RAYMOND

NOTE.—In this and the three other cases of widows with children printed in this number, the city is always called X—, without regard to the real location of the Charity Organization Society furnishing the record. All names have been changed.

CONDENSED SUMMARY OF FACE CARD. Susan Raymond, 44, Canadian, widow of Patrick, Irish. *Children*, Allen 13, Barbara 11, Clarence 10. *Rent*, 4 rooms, \$2.25 a week. *Relatives*, a niece of man. *Other references*, a friend, two doctors, former landlady, a priest.

Jan. 17, '11. MR. TIERNEY, 400 Park St., refers. Mr. Raymond died last May leaving three children. Mrs. R. recently fell and hurt her arm. Needs aid very much.

Later, same day. Dist. Secty. called. Very neat, orderly home. Children unusually bright and attractive-looking. Mrs. Raymond says  
10 that she was married in Ridgefield seventeen years ago. Ten years ago came to X—, where husband was employed part of the time as bartender and part of the time by the Wright Rubber Co. in Greendale [6 miles from X—]. Has drunk more or less ever since marriage, but two years ago began drinking hard and for a year before his death did practically no work. Mrs. R. secured work with the Consolidated Rub-

ber Co. in West X— two years ago, and it was thus that the family were able to get along. When Mr. R. died in May, 1910, he left no insurance, but friends in the neighborhood raised a subscription of \$100. Part of this Mrs. Raymond used to defray funeral expenses, and the rest she has been using to help support her family. Has been working steadily for the Consolidated Rubber Co. earning \$8 a week until four weeks ago, when she slipped on the ice and dislocated her shoulder. Has been having it treated at Jefferson Dispensary, and expects to be able to return to work soon. Has been living upon \$18, two weeks' pay which was held back when she first started working. Says neither she nor her husband has any relatives except Florence Forster, her husband's sister's child, who has been living with them ever since the death of her mother a number of years ago. Florence has been out of work since before Christmas. Was canvassing for yellow trading stamps earning \$5 a week and paying Mrs. R. \$2 a week for her board. Does not think Florence does right by her and helps her as much as she could, but she has always lived with them and Mrs. R. does not feel like saying anything to her, as it would cause a quarrel. Allen is in the graduating class at the Prince School. Mrs. R. regrets that the law will not allow him to go to work as soon as he graduates. Mrs. R. feels that she could get along very well if she could have a little help with coal.

Jan. 18, '11. Dist. Secty. reported to Mr. Tierney.

Jan. 18, '11. (Through Miss Shelby [volunteer]). MRS. BATES, 100 N. Washington St., says she has known Mrs. Raymond for 14 years. Was always a very quiet woman and kept entirely to herself, but thinks very highly of her and knows that she has had a hard time to get along.

Later. DR. THOMAS TEMPLE, 8 Richard St., reports has known the family more or less for the past few years. Never knew very much of their family history except that the man was a hard drinker, and that Mrs. Raymond had to go out working to help support the family.

Later. (Through Miss Shelby.) MISS ELKINS, 106 So. 9th St., former landlady at 1843 Logan Ave., reports that family lived in her tenement for three years. Man drank but family was unusually nice. They moved away after man's death owing some rent, but Miss Elkins never asked Mrs. Raymond for it, as she saw that she was very poor and was struggling along to keep the children in school. Thinks very highly of Mrs. R. Was quite sure Mr. R. left some life insurance.

Later. (Through Miss Shelby.) DR. JOHN FRANCIS, 400 Richland St., reports knew the family only a short time previous to Mr. Raymond's death. Mr. R. was a very hard-drinking man, and doubtless this had a great deal to do with his death. Dropped dead one morning at his home. Knows Mrs. R. is a hard-working, honest, respectable woman. Is quite sure that Mr. R. left no life insurance, for he would have had to sign the insurance papers at Mr. R.'s death had there been any.

Jan. 18, '11. FATHER SHANNON, St. Patrick's R. C. Church, says has known family only a short while but feels that any aid which is given would be well worth while. Regrets that he is not able to help Mrs. Raymond.

Jan. 18, '11. District Case Committee voted to ask Roberts Benevolent Society for coal, and to send groceries to be paid for by private individual.

Jan. 19, '11. ROBERTS BENEVOLENT SOCIETY will give coal until  
70 May.

Later. Dist. Secty. sends groceries as above.

Jan. 19, '11. MISS PENROSE, Palmer School, says that she has become very much interested in Barbara, who attends the Palmer School, because she is so unusually bright. Although she was only eleven years old, her teacher was very anxious to put her in the graduating class this year, as she was capable of doing the work and graduating, but Miss Penrose felt that she was too young to graduate, so will keep her another year. Says she has never had a pupil in her school who was so promising in every way as Barbara is.

80 Jan. 26, '11. Dist. Secty. called. MISS FORSTER says that her aunt returned to work in the Consolidated Rubber Co. on the 19th. Does not think she will be able to work full time, but was so anxious to return that she did so against everyone's advice. Miss Forster says that she expects to go to work this week canvassing for the Yellow Trading Stamp Co. Says that her aunt would like to have her stay at home and take care of the children. Dist. Secty. tells her that she feels that she owes a debt to her aunt, and that she ought to work and help her aunt support the children.

90 Later. MISS PENROSE, Palmer School, says that she is so interested in Barbara that she will be glad to act in a way as friendly visitor for the family. Does not feel that she can give the time to visit Mrs. Raymond at her home, but will keep track of the family through Barbara, and will also keep track of Allen, as she is especially interested in him.

Later. Dist. Secty. called to see Mrs. Raymond in the evening. Says she returned to work on the 19th because the nurse at the Jefferson Dispensary told her that if she did light work in which she could use her arm it would not hurt her, and in all probability would do her good. Says that she will receive four days' pay on Feb. 1, as the rest of the  
100 pay is held back. Would rather Dist. Secty. would not ask her superintendent to allow her this back pay, as they have been very kind to her and she does not want to let them know her situation. She is most grateful for the groceries and coal which Dist. Secty. sent.

Later. Dist. Secty. sent groceries paid for by a private individual.

Feb. 15, '11. Dist. Secty. called. MRS. RAYMOND says she is working full time now. Florence Forster is going to start this week can-

vassing for trading stamps. Mrs. R. says she is in hopes that Miss Forster will realize that she should be working and thus pay something toward her board. Allen has secured some light janitor work which he  
110 can do on Saturday, and receives fifty cents a week for the work.

Apr. 23, '11. FRIENDLY VISITOR reports that Mrs. Raymond is working in the rubber factory and the family seem to be getting along very well. Was talking with Mrs. R. about having Allen go to high school next year, and she seems very anxious to have him go.

May 24, '11. Dist. Secty. sends Clarence's name for Country Week and Barbara's to Miss Elbert, River Farm Memorial Home.

July 6, '11. Dist. Secty. called. MRS. RAYMOND says that Clarence went on Country Week vacation and had a splendid time. Barbara is very anxious for her outing to come. Mrs. R. is anxious to have  
120 Allen go to high school and he is very much interested to go, but she does not feel that she can afford to send him. The factory will shut down the last two weeks in August, and Mrs. R. says she must look around for some work to do, as she cannot afford to rest for two weeks. Says that Florence Forster left her a few weeks ago, as she did not work, and Mrs. R. told her that she could not afford to board her unless she was willing to pay her a little each week. After some conversation, Mrs. Raymond says that if her rent were paid, she feels positive she could send Allen to high school, as he will continue his janitor work, for which he is now receiving \$2 a week, and Mrs. R. will earn on an  
130 average \$8 a week, when she has steady work.

July 12, '11. District Case Committee votes that rent be given Mrs. Raymond, making it possible for Allen to go to high school.

July 17, '11. MISS MILLER, Asst. General Secretary, will try to secure pension through Central Office, paying Mrs. R.'s rent for a year.

July 19, '11. Dist. Secty. writes Mr. Herbert Russell, master of the Prince Grammar School, from which Allen has just graduated, asking his advice about sending Allen to high school; also what school he would suggest as the best one for him.

July 19, '11. Dist. Secty. writes F. V.

140 July 23, '11. F. V. writes that she is glad Allen is to have the opportunity of going to high school and feels sure that Mr. Russell will advise Dist. Secty.

July 25, '11. MISS ELBERT, River Farm Memorial Home, writes that Barbara may come Monday, July 31, for a three weeks' vacation. Barbara notified.

July 29, '11. Dist. Secty. calls. MRS. RAYMOND says that the factory shut down to-day for the month of August. Says that she must find work, as she will need to work at least three weeks during August.

July 29, '11. MISS HENRY sends Dist. Secty. \$4.50 so that Mrs.  
150 R. may have at least one week's rest.

Aug. 9, '11. MRS. PANNER sends check for \$9.25 to pay for Mrs. Raymond's rent for August. Rent will be paid, allowing Allen to continue in school.

Later. MRS. RAYMOND is very much pleased with the help. Says that she is working three hours a day in a restaurant, earning \$3 a week. Will take one full week's vacation. Dist. Secty. gave ice and car tickets, also tickets for the River Excursion.

Aug. 17, '11. MISS ELBERT, River Farm Memorial, telephones that Barbara has appendicitis. Was taken to the Woman's Hospital  
160 yesterday. Miss Elbert came to X— and got Mrs. Raymond and took her in an automobile to the hospital. Barbara is very ill. (Dist. Secty. will return from her vacation to-morrow and will telephone Miss Elbert as soon as she returns.)

Sept. 11, '11. Miss Shelby calls. Mrs. Raymond out working, but learns from neighbor that Barbara is still in the Woman's Hospital.

Sept. 12, '11. Dist. Secty. telephones MISS ELBERT, River Farm Memorial, who says that Barbara was taken ill the 16th of August with a severe attack of appendicitis. She was taken at once to the Woman's Hospital, where she was operated upon and has been for the past four  
170 weeks. Miss Elbert is paying \$10.50 a week for her board there. Paid \$7 for the ambulance which took her to the hospital, and paid for the automobile which she hired to come to X— the night of the 16th and get Mrs. Raymond. Has not paid for the operation, as she does not know how much they are going to charge. Dist. Secty. asks Miss Elbert if she does not think the hospital would be willing at least to make a reduction in this case. Miss Elbert feels that this expense belongs to her, and she is willing to have it left entirely in her hands. Says that four weeks will be up the night of the 15th, and she would like to have  
180 Barbara go home then, providing the house doctor says it is all right for her to go. Would not have her go any sooner than it is certain that she is able to go. Dist. Secty. tells Miss Elbert that she will telephone hospital and will also see Mrs. Raymond.

Sept. 13, '11. Dist. Secty. telephones WOMAN'S HOSPITAL. Surgical house doctor says that Barbara is getting along very nicely, that she is up and walking around the wards, but at present has a slight cold and sore throat. Does not think that she ought to go just at present. Asks Dist. Secty. to telephone again in a few days.

Sept. 13, '11. Dist. Secty. telephones MISS ELBERT, giving her house doctor's report.

190 Sept. 15, '11. Dist. Secty. calls to see Mrs. Raymond, who is not in. Neighbor says that Allen is in high school and that Mrs. R. is still working in the Consolidated Rubber Co.

Sept. 15, '11. Dist. Secty. telephones WOMAN'S HOSPITAL. Surgical house doctor says that Barbara will be able to leave the hospital on the 18th. Her cold and sore throat did not prove to be serious, and he thinks without doubt she can go then. Says that she will be able to go to school within a week after she goes home, as the wound is almost entirely healed and will not need to be dressed.

200 Sept. 15, '11. Monthly payment of \$9.25 for rent. [These entries of monthly payments by Mrs. Panner, which continue to end of record, are omitted in printing.]

Sept. 15, '11. Dist. Secty. telephones MISS ELBERT, who says that she is very anxious that Barbara should not leave the hospital until the doctor says that it is safe for her to do so. Says that there will be a vacancy on the 25th of this month for some girl to go to the Memorial for two or three weeks' vacation, and asks if Dist. Secty. can send one.

210 Sept. 19, '11. Dist. Secty. goes to Woman's Hospital and brings Barbara home with her. Doctor says that she is getting along splendidly, but she will have to be exceedingly careful of what she eats and must rest a great deal. Says that her eyes are in bad condition, and they should be attended to when she is a little stronger. Does not think she should return to school for three or four weeks at the earliest.

Sept. 20, '11. Dist. Secty. sends eggs and orders one quart of milk a day.

Later. MRS. RAYMOND writes that she would like to see Dist. Secty.

220 Sept. 21, '11. Dist. Secty. called. Barbara says she finds it very lonesome staying at home all day. Dist. Secty. feels she is not getting proper care or proper nourishment. Asks Barbara if she would be willing to go to convalescent home, and if she thinks her mother would be willing to let her. Barbara says that she knows she would be very lonesome, and she hates to go away from home again as she has been away so long, but is willing to go if Dist. Secty. thinks it best. Dist. Secty. asks her to ask her mother to-night if she is willing she should go.

230 Later. Dist. Secty. called to see MISS PENROSE, principal of Palmer School, who says she hopes Barbara will not return to school until she is perfectly well. Thinks it would be a very good idea if she could go to a convalescent home, or some place where she would be better taken care of than she doubtless is now, with her mother away during the day.

Sept. 22, '11. Miss Osborne [volunteer] calls. Finds Barbara about the same. She says that her mother is willing she should go to a convalescent home if Dist. Secty. thinks it is best.

Sept. 22, '11. Dist. Secty. telephones MISS BENNETT, Hospital for Children, who says she thinks there will be a vacancy on the 27th so that Barbara can go to their convalescent home. If not the 27th,



there will doubtless be a vacancy on the 4th of Oct. Wants B. to come in for examination on the 23d.

240 Sept. 23, '11. Dist. Secty. goes with Barbara to the Hospital for Children. B. says that she went to see Miss Penrose, principal of the Palmer School, yesterday, and Miss P. told her that when she returns to school she will arrange so that she will have to walk upstairs but once a day. The teachers at the school sent her in a large basket of fruit. After examination at the Hospital for Children, Barbara is recommended for Maple Grove House, to go if possible on the 27th.

Sept. 26, '11. Miss Osborne called. Finds Barbara sweeping. Promised she would not sweep any more. She has not had a card from Maple Grove House to go to-morrow.

250 Sept. 27, '11. Miss Osborne called. Barbara did not receive card to the Maple Grove House to-day.

Sept. 27, '11. District Case Committee votes that milk and eggs be continued until Barbara goes to convalescent home.

Oct. 3, '11. Dist. Secty. writes MISS BENNETT, Hospital for Children, who says that she will ask Sister Mary whether or not there is a chance for B. to go to Maple Grove House to-morrow. Sister Mary will telephone later.

260 Oct. 4, '11. Dist. Secty. telephoned Sister Mary, who says that she is sorry, but there will be no vacancy until October 11th. Dist. Secty. says that she cannot possibly wait another week, as it is very necessary that Barbara should be at some convalescent home, and in fact should have been there a week ago. Sister Mary thinks that if it is as urgent as that, she will take her on as an extra patient to-day, provided Dist. Secty. can get her there by eleven o'clock. (Barbara sent there.)

Oct. 7, '11. HOSPITAL FOR CHILDREN telephones that diphtheria has broken out in their convalescent home at Maple Grove.

270 Later. Dist. Secty. telephones convalescent home asking how B. is. Is told that she is getting along very nicely. Is gaining every day and is contented and happy. The diphtheria has not spread, but is confined to a few cases of nasal diphtheria only. A culture was taken of B. and she was given antitoxin. There is no sign whatever that she has diphtheria.

Oct. 14, '11. Dist. Secty. telephones HOSPITAL FOR CHILDREN, who say that on account of the recent diphtheria epidemic they are having a general clearing out of the home, and all the children who have been found to be free from the diphtheria germ are to be sent home to-day. Barbara has got along nicely and has gained. If Dist. Secty. wishes, Sister Mary will take her back in a week or so for another rest.

Nov. 15, '11. Dist. Secty. called. Finds Mrs. Raymond and  
280 family getting along very well. Mrs. R. still working in the Consolidated Rubber Company, earning on an average \$8 a week. Allen seems to be enjoying the Sherman High School very much and takes marked interest in his work. Barbara back and as strong as she ever was; is getting along well at school.

Dec. 1, '11. Dist. Secty. sends names of Barbara, Allen and Clarence for the Children's Friend Christmas party.

Jan. 14, '12. Dist. Secty. talks with MISS PENROSE, principal of the Palmer School, who says that Barbara will graduate about the first in her class. She is extremely bright and her work is held as an example  
290 to the others. Miss Penrose is very anxious for her to go to the Washington High School and eventually become a teacher. Miss Penrose will find out just how Allen is doing in the Sherman High School.

Feb. 10, '12. Dist. Secty. calls. Finds that Mrs. Raymond has been having rheumatism quite badly. Has been treating for it and thinks that she will get over it all right. Says that every winter she has a slight touch, due, she thinks, to the cold weather. Says that Allen seems to attend to his work quite well. She judges from the way he works on his home lessons at night. Says she is very proud of him, that he is a boy of steady habits and seems to have no inclination to stay  
300 out at night. He is janitor for the Western Boys' Club on 14th St. and is bringing her \$1.50 a week, and Saturdays he often does errands and earns quite a few cents.

Feb. 16, '12. MISS PENROSE, Palmer School, reports that she has talked with Allen's teachers at high school, who say that he is a number two student. This means that he is good in his studies and in deportment.

Apr. 13, '12. Dist. Secty. calls. MRS. RAYMOND says that she has been talking with Miss Penrose, who is very anxious for Barbara to continue through high school and normal school if possible, for Miss Penrose says that she wants her to teach in her school. Mrs. R. says  
310 that it looks like a long, hard task for her, but she is willing to sacrifice in order to let the children have an education. Says that Clarence does not seem to care so much for studies as Allen and Barbara do, although his reports show that he gets very high marks. Mrs. R. was recently talking with the master of the Felton School where Clarence attends, and he told her that he always liked to have Clarence in his room because he seemed to have a good influence over the boys that sat beside him, as he is such a quiet, solid sort of chap. Mrs. R. says that she would be very glad if the children could go away on a vacation this summer.

320 May 2, '12. Dist. Secty. sends name of Clarence to Country Week and of Barbara to River Farm Memorial.

June 19, '12. Dist. Secty. attends Barbara's graduation exercises. Miss Penrose, principal, says that B. is one of the brightest students in her school. B. has signed application and is to enter the Washington High School to take the normal course in the fall.

June 20, '12. Dist. Secty. talks with MISS MILLER, Asst. General Secretary, who thinks it would be a good thing to look into the possibilities of Allen's attending Mechanical High School next year.

330 June 20, '12. Dist. Secty. talked with Allen's teachers at the Sherman High School, Miss Knox, Miss Knapp, Mr. Pierce and Mr. Long, principal, each of whom said that Allen is a good student and an intelligent boy, earnest and interested. His marks show that he is a number two student. His highest mark was in bookkeeping. Mr. Long saw no reason why Allen should attend the Mechanical High School, as he felt that the Sherman School offered as good a chance as the Mechanical High School. However, two of his teachers felt that it would be a good thing for him to get the mechanical training which he could have at the latter.

340 July 1, '12. Dist. Secty. talks with MRS. RAYMOND, who says that she would like very much to have Allen attend the Mechanical School next year, if that will be the best thing for him. Is willing to abide by whatever Dist. Secty. says. Mrs. R. will get her vacation the first two weeks in August. Dist. Secty. has asked Miss Potter, Country Week, to send Mrs. R. off for vacation. During vacation Allen is working for the Central News Co., earning \$3.50 a week.

July 9, '12. District Case Committee votes that if possible Dist. Secty. have Allen enter the Trade School for Boys on Benton St. for six weeks this summer to find out whether or not he has a liking for mechanical work.

350 July 10, '12. Dist. Secty. finds that Trade School will not be open until September.

July 15, '12. MISS POTTER, Country Week, says that it will be almost impossible for her to send Mrs. R. and Clarence together, as that would mean they would have to have two rooms and they cannot make that arrangement. Would be willing to send Barbara and Mrs. R. together, and she could send Clarence with some boys at the same time. Dist. Secty. will talk with Mrs. Raymond and let Miss Potter know later.

360 July 16, '12. Dist. Secty. talks with MRS. RAYMOND, who says she would like very much to go with Barbara providing Clarence can go at the same time. Allen will stay with a distant relative.

July 17, '12. Dist. Secty. reported to MISS POTTER, who says that she will send Mrs. R. and Barbara together and will send Clarence at the same time.

July 24, '12. Dist. Secty. telephoned MISS ELBERT, River Farm Memorial, telling her that Barbara is to go on Country Week because it would mean that unless she did, Mrs. R. could not go. If there is room, Dist. Secty. would like to have B. go to River Farm Memorial later.

370 Aug. 12, '12. MISS ELBERT telephones that Barbara may go there on the 19th.

Aug. 13, '12. Miss Kepler [volunteer] wrote Mrs. Raymond of opportunity for Barbara.

Sept. 3, '12. Dist. Secty. calls. MRS. RAYMOND says that she had a splendid vacation with Barbara for two weeks in the country through Miss Potter of the Country Week. It was the first vacation that she has ever had, and she did not realize that a two weeks' rest could do her so much good. Clarence also went for two weeks at the same time, and he enjoyed his vacation as usual. Allen has been working all summer for the Central News Co. earning \$4 a week. Beside  
380 this he has kept his janitor work at the Western Boys' Club and has averaged about \$6.50 a week. The Central News Co. offers from five to twenty-five cents reward money for their boys who do good work and behave themselves well, and every Saturday night Allen has brought home twenty-five cents reward money, which is the highest they offer. Mrs. R. says that Allen is very much opposed to leaving the Sherman High School, and she is willing to abide by Dist. Secty.'s judgment; if she thinks it best for him to go to the Mechanical High School or the Commercial High School, she will see that Allen does so. Dist. Secty.  
390 talks with Allen, who says that he prefers to stay at the Sherman High School, for no other reason, as far as Dist. Secty. can learn, except for the sake of staying with the fellows whom he knows. However, says that he will be willing to go over and talk with the masters of both the high schools to see what they say. Barbara is in the Washington High School. She is to take the normal course, as Miss Penrose, principal at the Palmer School, is especially anxious to have her fit herself for a teacher.

Sept. 9, '12. Allen and Dist. Secty. go to Mechanical High School and talk with headmaster, Charles Wilbur, who decides after long talk  
400 with Allen that it would be more practical for him to apply to the Commercial High School, as his reports indicate that he has more ability in commercial studies.

Sept. 10, '12. Allen and Dist. Secty. talk with Mr. James Reed, headmaster of the Commercial High School, who says he will be very glad to have Allen, and will allow him to enter the second-year class. Has a long talk with Allen, in which he tells him that he is very glad to hear that he secured the position for himself with the Central News Co. this summer, as he thinks it is a good indication of a boy's earnestness to try to get a job for himself. Also says that he is glad to know

410 that he is interested in athletics, because a boy who likes athletics is quite likely to take an interest in his studies and to graduate from school a well-rounded student.

Later. As Dist. Secty. and Allen walk home, Allen tells Dist. Secty. that he thinks he has never met such a splendid man in his life as Mr. Reed. He is very glad that he is going to have the opportunity of going to the Commercial High School, especially because he is interested in athletics.

Oct. 19, '12. Dist. Secty. calls. Had a long talk with Mrs. Raymond, who seems to be in splendid spirits. Says that Allen is delighted  
420 with the Commercial High School, and he has just been appointed to some position on the football team. He is taking a great deal of interest in his studies and seems to be much more interested than when he was in the Sherman High School. He is working for the Central News Co. at the suggestion of the headmaster every afternoon from 3 to 6, earning \$4 a week and receiving twenty-five cents a week reward money. Clarence is doing Allen's janitor work in the Western Boys' Club, receiving \$2 a week. Barbara tells Dist. Secty. she has got an "A" on all her papers so far. Mrs. R. tells Dist. Secty. with a great deal of pride that now that the children are in high school, she finds that she  
430 has practically no time to visit her neighbors evenings, as she has sewing for some one of the children all the time, making something for them, for either the gymnasium or the athletic field. She is still working in the rubber factory in West X—, earning \$8 a week. Says that she cannot remember when she has felt so well physically, and if she can only ward off the rheumatism this winter she thinks that she will get along all right. Mrs. R. says that Clarence is doing splendidly in school, that his marks are all high. Clarence always impresses Dist. Secty. as a very solid, goodnatured sort of chap who is extremely fond of his mother. Whenever Dist. Secty. has been there, he has never come  
440 into the house without going directly to her and laying his hand on her in an affectionate way. During conversation, Clarence comes in and Dist. Secty. asks him when he is going to start high school. He replies that he is never going to high school, that he made up his mind long ago to be a fireman.

Oct. 22, '12. MISS ELLEN FAIRCHILD, 73 Rodman St., will visit, as the present visitor cannot keep in regular touch with family now that Barbara has graduated from her school.

CASE VII  
THE WIDOW PINELLI

CONDENSED SUMMARY OF FACE CARD IN 1905. Francesca Pinelli, 29, Italian widow. *Children*, Alessandra 11, Beatrice 7, Concetta 4,  
450 Dolores 1. *Rent*, three basement rooms, \$7 a month. *Relatives*, a single sister living with Mrs. Pinelli, a married sister, another single sister, and their mother in the same tenement house. *Other references*, present employer of woman and sister, a priest, a day nursery, a relief society, a doctor, and the directors of the poor (out-door relief).

Aug. 22, '05. Woman applied at office asking aid. Already known to Relief Society and Directors of the Poor. Relief Society's report as follows: "Had paid \$400 on house where lived. Bank has mortgage of \$1400, and Henry Lee a second mortgage of \$500. Woman pays  
460 \$17 a month to Mr. Lee and part of it goes toward mortgage. Interest on first mortgage \$76 a year. Real estate tax \$29. Water tax \$16. Fire insurance \$13 every three years. Woman earns \$2.50 a week. Her sister, Maria Guercino (single) lives with her, a nervous invalid. Earns a little and pays woman \$1 a week. Sister Gemma (and Giovanni Roselli) lives in the upper tenement and pays \$6.50 a month rent. Sister Elizabeth Guercino (single) lives with Mrs. Roselli and pays board to her. Gives nothing to woman, though earns good wages. Mother of woman lives with each of daughters in turn. Woman gets \$15 a month from tenants." When Dist. Secty. called found children half  
470 clothed, baby entirely naked. Woman says does not earn enough to provide clothes. No insurance. Dr. Brown attends. Children go to public school, as Father McGurk refused shoes. Ask more groceries and clothes.

Aug. 29, '05. District Case Committee thinks woman has sufficient to provide food. Ask Relief Society for clothes for school.

Dec. 22, '05. Dist. Secty. calls. Mrs. Pinelli says has no food and cannot get on without help. Expenditures \$17 a month, and income from house \$15 a month. Relatives help very little. Earns \$2.50.

Jan. 4, '06. MR. LEE, who holds second mortgage, says original sum was \$780. She pays \$15 a month on principal and interest at 6 per  
480 cent. She has made payments to him regularly. Will have second mortgage all paid up in two years. First mortgage, held by William Crane in town, is \$1400, interest at 6 per cent. Thinks it would be a pity to have her sell house now, as real estate business is dull and she could make very little over mortgages.

Jan. 8, '06. Called on the sister, Mrs. Roselli. She has moved; neighbors do not know address.

Jan. 16, '06. MR. ATWATER, Director of Poor, says family applied again; will do nothing.

Jan. 20, '06. Asst. Dist. Secty. called on MRS. ROSELLI, whose  
490 address was obtained from Mrs. Pinelli. Mrs. Roselli says no one is helping Mrs. P. She cannot, as she has two children; baby just had pneumonia, and husband, who is a tailor, has not much work. Mrs. Roselli's mother lives with them. Mrs. P. went to see Mrs. Roselli last night and was in great distress, saying children lacked clothes.

Jan. 22, '06. District Case Committee decided that Relief Society be asked to aid again, if sister will leave or pay board if able to work.

Feb. 1, '06. DR. BROWN reports sister is an invalid and does all she can be expected to. He thinks very well of family. Reported to Relief Society.

500 Feb. 10, '06. MISS ERSKINE, Relief Society, finally refuses to aid.

[Here there is a gap of two years and a half in the record.]

Sept. 30, '08. MISS ROLF, West Park Nursery, inquires. Woman's sister, Maria, comes to nursery with child. Says sister is a widow with three children to support. Man died of typhoid fever in City Hospital in April, 1905. Says were not on good terms with their relatives and did not know their addresses. Older girl, Alessandra, had gone away to be married and they knew nothing of her. Relief Society reports last aid given in November, 1905. Children fitted up with clothing and told if further aid needed must apply to Directors  
510 of the Poor.

Nov. 5, '08. MISS MOORE of West Park Nursery inquires. Says nurse, Miss Elverson, has found need here. Dolores has been sick for the past week.

Nov. 6, '08. Miss Halstead [volunteer in training] went to house [as Mrs. Pinelli had moved this is another district]. Found Beatrice with the youngest two children. Said her mother and aunt were both out working to-day.

Nov. 7, '08. MRS. PINELLI comes to office with Beatrice and Dolores, asking for clothes and almost any kind of help which can be  
520 given her. She has had no help and no communication with her mother and sisters, Elizabeth Guercino and Gemma Roselli. Her sister Maria has always lived with her, but Maria is not well and the work has been so dull in the shop where they were that Maria has been able to earn only about \$2 a week for months, and she needs that for her own clothing. Mrs. Pinelli claims that she has not worked regularly for a year. When asked about her oldest girl, says she is as one dead to her; that she ran away last June with a man, and the mother does not know whether she is married to him or not, and says emphatically that she does not care. Never wants to see her again. Pro-  
530 tested against this attitude towards a girl of fourteen; told her that it might be enough ground to take her other children away from her. Children are all very much in need of clothes and the woman looks rather dis-

couraged and half ill. The boss of the shop is a Mrs. Lorne, 120 Broad St.

Nov. 9, '08. Miss Halstead finds both women at home. Vegetable stew cooking and some bread and olives on the table, so the family were not in actual want. Mrs. Pinelli herself looked ill. They live in basement rooms unfit for anyone to live in; house clean but water below their basement in the cellar. Bedroom for five, almost dark.

540 Nov. 10, '08. Miss Halstead saw MRS. LORNE, 120 Broad St., who has known both these women for some time and says that she has not been able to give them regular work. Last week the sister worked only two days. Says in times past has given them much work to take home, and if she had much work would employ them both, as they are good workers. Mrs. Lorne gave the address of the married sister. Says the trouble was over the house which the Pinellis owned in X—. Mrs. Lorne thinks something ought to be done to find the daughter Alessandra, as it has been reported that she is in X—, working in a candy factory.

550 Nov. 10, '08. Miss Halstead will act as Friendly Visitor.

Nov. 10, '08. FRIENDLY VISITOR found both women very bitter towards Alessandra Pinelli, who had run away with a man. Could or would give no information as to whereabouts. Called on priest; could give no information.

Nov. 10, '08. F. V. called on sister, MRS. ROSELLI, 41 Prince St. Found Mr. and Mrs. Roselli, Mrs. Guercino [mother of woman], four children. Little work now. Man earning \$5 a week perhaps. Very bitter toward P. family.

560 Nov. 23, '08. MISS ROLF, West Park Day Nursery, met sister Maria on street, who said some friends had given Dolores shoes and clothes. They are not earning enough to pay their rent and buy food for the children.

Nov. 24, '08. F. V. saw MRS. PINELLI and told her that she was willing to give some clothes for children, but that she had little sympathy with the way she felt about her oldest child. Made the woman understand that little would be done until Mrs. P. got the address of this girl, which she evidently thought she would be able to do.

Nov. 25, '08. F. V. called. Found house closed and Beatrice with neighbor upstairs.

570 Nov. 25, '08. F. V. went to employer to see women. Told them they must find Alessandra's address before they would be helped. Aunt promised to try to have address.

Nov. 27, '08. F. V. called at employer's. Aunt says Alessandra has moved to Southport and address there not known.



Dec. 2, '08. Relief Society gave shoes for Beatrice.

Dec. 2, '08. F. V. went with order for shoes for Beatrice. Found her with new shoes on, given by a friend of mother's, she thought. Saw evidences of tailoring at home.

580 Dec. 10, '08. F. V. called at MRS. LORNE'S. Found women were both at home with work taken the day before, although they have no license. Called. Found Mrs. Pinelli sick, and claimed children's shoes were loaned by neighbor on third floor who wanted money on the shoes now. F. V. went up there but had no interpreter until Miss Guercino went up, so was not quite satisfied with the story, but left the order.

Dec. 11, '08. RELIEF SOCIETY gave underclothing for three children at request of C. O. S.

Dec. 12, '08. F. V. called with underclothing given by Relief Society. Found a cousin there cooking food for herself and a man. Said she came in to care for the children.

590 Dec. 24, '08. F. V. called with Christmas gifts. Found mother, three children, and cousin all in and very friendly. Mrs. Pinelli looked better and was very grateful for what she had received. Said the bishop had sent \$5 and they planned to have a Christmas dinner. Said cellar was dry now.

Jan. 5, '09. MISS ELVERSON, school nurse, says that Dolores was sent home from the day nursery, as they feared she had whooping-cough, and since then they have not been able to find her at home to have her examined. Felt that the woman was trying to keep the child out of the way, and asked Dist. Secty. to lock up the woman and urge her to  
600 have the child examined.

Jan. 6, '09. MRS. LORNE, 120 Broad St., says woman was much disappointed to have child sent away from the nursery, and had taken her to work with her for two or three days; was not working that day but was expected the next day. Mrs. Lorne felt very decidedly that the child had whooping-cough. Thought the woman had not been trying to keep away from the doctor, but had been obliged to take the child to work with her.

Jan. 11, '09. MISS ROLF, West Park Nursery, reports that doctor said Dolores did not have whooping-cough. Child is now back in the  
610 nursery. Took the woman to Episcopal Dispensary this morning for a thorough examination, and they have prescribed a course of treatment. Woman should eat a little different food from what she has now, and ought to have a little more oil than she apparently has. Miss Rolf asks if C. O. S. would be responsible for this.

Jan. 27, '09. Miss Rolf says this woman should have better diet, and she feels that little good can be done in working with the family unless Mrs. P. has suitable food. Both she and her sister are working

only a few hours at a time in a tailor shop. The employer is giving them all the work she can, but they claim that they are not earning  
620 over \$1.50 a week together. Gave Miss Rolf \$2 to spend for oil, prunes and such fruit as must be had for woman. Miss Rolf will talk with the woman about moving to better quarters and, if she will agree to this, will promise that the Relief Society shall be asked to help her through the winter.

Feb. 6, '09. F. V. found Mrs. Pinelli at home, pale but in much better spirits than usual. She was inclined to give up the medicine for her blood, which had been prescribed at the hospital, but visitor persuaded her to keep on. Mrs. P. said the other medicine was helping. The house was dirty but was warm. It was so dark in the rooms that  
630 even though it was morning they were burning a kerosene lamp. The children, the mother said, were all very fond of the prunes which were being given her. The sister was not at home, but had gone to the shop to take back some work, for which they expected \$1.50.

Feb. 6, '09. F. V. called on woman's sister, Mrs. Gemma Roselli. Talked with her and her mother, Mrs. Guercino. Everything seemed clean and comfortable. The baby had just finished its daily bath; next child older was trying to light a cigarette stump. Visitor talked with Mrs. Roselli about Alessandra and tried to interest her. Mrs. R. said they would try to find out something more about Alessandra's husband.  
640 They only know that he is called Tom. She is living on Martin St., but Mrs. R. is afraid to interfere for fear of making some trouble with the mother. Thinks the mother knows more about Alessandra than she will acknowledge.

Feb. 11, '09. MISS ROLF of the Day Nursery reports Dolores is ill, and word has been left for the dispensary doctor to call. Miss R. found them with only a handful of coke and a few pieces of bread. She bought a bag of coke, bread, milk, cocoa and beans. They will need coal at once and also some food. Miss R. is afraid that Dolores may have scarlet fever.

650 Feb. 11, '09. Dist. Secty. asked Relief Society to send coal which they agree to do at once.

Feb. 12, '09. Took some bread, cocoa and milk to Mrs. Pinelli, Relief Society to repay.

Feb. 13, '09. F. V. found Mrs. Pinelli, Concetta and Dolores in. D. was on a mattress on two chairs, ill apparently with bronchitis. Family are all sleeping in the kitchen on the floor now, as doctors said the bedrooms should not be used. Dolores is better to-day. Mother thinks the child took cold because they were without coal, but some has been sent. Sister out of work. Says they earned only a dollar last week.  
660 Young girl whom the visitor has seen there before, a cousin, came in and tried to tell visitor that Mrs. P. said she would receive the daughter, Alessandra, now if she would return, but visitor felt that Mrs. P. was

saying that she would have A. arrested because she should be helping to support the family.

Feb. 17, '09. District Case Committee voted that the case be reported to Board of Health, and that the necessary expenses for moving be referred to the Committee on Private Relief.

Feb. 18, '09. F. V. reported 10 Market St. to the Board of Health.

670 Feb. 20, '09. F. V. reports. Called. Found a cousin there cooking a stew and doing some ironing, also dyeing a dress. Visitor left a little work for Mrs. Pinelli to do. Family were all out. One child was over in North X—. The Board of Health had not visited. Later, F. V. went to the office and they agreed to visit and report to her before the 24th.

Feb. 24, '09. F. V. goes to Board of Health, which reports that this tenement is not in violation of the law, but they can order a door taken down, which will keep the inner room from being a dark room.

680 Mar. 1, '09. MISS ROLF, West Park Day Nursery, says has been hunting a tenement for Mrs. Pinelli, has been unable as yet to find one, but the woman agrees to move.

Mar. 8, '09. MISS ROLF says family are moving to-day into a model tenement. They have paid a week's rent in advance, and ask if food and fuel cannot be sent to them so that they can start in right. Dist. Secty. telephones Relief Society, who agreed to send coal and groceries.

Mar. 17, '09. RELIEF SOCIETY gave \$2 groceries.

690 Mar. 27, '09. MISS MOORE of West Park Day Nursery says Mrs. Pinelli is not able to work; that the nurse has been with her to-day to the City Hospital. Operation is recommended. There is a growth near the appendix and probably in the intestines, which causes stoppage. The nurse is going almost every day to treat the woman, but this cannot be kept up. Woman objects to the operation.

Apr. 8, '09. Gave woman some work from the Woman's Hospital, sewing.

Apr. 12, '09. RELIEF SOCIETY gave \$2 groceries at request of C. O. S.

Apr. 22, '09. RELIEF SOCIETY sent \$2 grocery order, and wait request from C. O. S. before sending more.

700 Apr. 28, '09. MRS. PINELLI has been hardly able to do the work from the Woman's Hospital. Her sister has done most of it. She looks very ill and seriously objects to having an operation.

May 1, '09. F. V. called. Mrs. Pinelli had just come from the hospital after examination and was feeling very ill. Says her doctor is

Dr. Proctor, who says operation should be performed, the sooner the better, but Mrs. P. refuses. Niece came to see her during visitor's call and brought in a little food, but Mrs. P. is not having enough. Later visitor saw the employer, Mrs. Lorne, who says Mrs. P.'s sister sometimes earned \$5 a week, but is getting tired of carrying the whole burden of the children. Mrs. Lorne is very good to the P. children and  
710 allows them all to stay in the shop more or less. Visitor saw the sister, who complained bitterly because she had no money left to buy necessary things for herself, and says that the house gets so dirty that the landlady complains of it. Beatrice, 11 years old, has been in the country and comes back looking much better.

May 5, '09. DR. PROCTOR, 17 No. 5th St., remembers woman and says that she has abdominal cancer and is failing fast. He advises the operation, but cannot say it will be without risk to the woman's life.

May 13, '09. [RELIEF SOCIETY gives \$2 in groceries a week regularly until May 28, 1910. The entries are omitted here.]

720 May 14, '09. Case Committee votes that this case be referred to the Committee on Private Relief, recommending that \$2 a week be given in addition to the Relief Society's help. [Further entries of this additional aid are also omitted. It continued until May 27, 1910.]

May 19, '09. MISS ROLF reports that the family are moving into another tenement belonging to the Model Tenement House Co. It is a sunnier tenement of 3 rooms, where they will have to pay \$2.50 a week, but a young man about 18 years old, whose mother is a friend of Mrs. Pinelli, is going to take the third room and pay them 75 cents a week, which will bring their rent down to what it is at present.

730 June 12, '09. MISS REXFORD, district nurse, says this case has been referred to the district doctor, who has found Mrs. Pinelli suffering this morning and has given her two prescriptions. There is no one to take them to the Episcopal Dispensary to be filled. Dist. Secty. sent them to Pratt's drug store.

Aug. 3, '09. MISS ROLF has ordered a pint of milk daily from Foster.

Aug. 21, '09. F. V. says she sees family every week. Children much benefited by trip in country. Woman suffers a good deal.

740 Sept. 13, '09. MISS ROLF reports Mrs. Pinelli no better. The sister who lives with her and helps to support the family seems to be breaking down under the burden she is trying to carry. Because of her ailment Mrs. P. can eat only certain kinds of food. Would not the Relief Society be willing to give the \$2 relief in cash instead of provisions? Miss Rolf thinks the family could make it go further.

Sept. 20, '09. Dist. Secty. asked Relief Society to give \$2 relief in cash. They agreed to try this for a month under supervision of Miss

Rolf and a visitor. If their report is favorable will continue cash relief. Later Dist. Secty. reported to Miss Rolf, who will keep an oversight of the family's use of the money.

750 [A number of entries about clothing and bedding are omitted.]

Oct. 28, '09. MISS ROLF reports cash given seems to have been expended carefully; not probable woman can live long. General Secretary of Relief Society agrees to continue aid while conditions are unchanged.

760 Nov. 1, '09. MISS ROLF to office. Says Relief Society would like doctor's report up to date on Mrs. Pinelli's condition. Miss Rolf showed Dist. Secty. an account they are keeping of all expenses. This indicates an expenditure of nearly \$2 a week more than their income as known to us. Mrs. P.'s sister has spoken of "borrowing" from a young man who rooms there and says he is "green, just over from the old country," and does not trouble them to pay back the money. Mrs. Pinelli goes to the shop every day with her sister because it is warm there and it is company for her, but says she does no work whatever. The sister is an expert finisher but insists that she gets only \$3 a week, and could not get that until she threatened to leave. As she is their best worker, the woman at the head of the shop promised her \$3 a week "whether she had steady work or not." Concetta has been fainting in school again as last year. Was thought to be lack of nourishment at first, now Miss Rolf thinks possibly some heart trouble.

770 Nov. 3, '09. MISS FOLEY, nurse Farrington St. Milk Station, refers. She has card from Dr. Henry Perry, medical doctor of Milk Committee, asking if C. O. S. can pay for a quart of modified milk daily from milk station for Concetta. Child has been referred by school nurse of Monroe School. Later Dist. Secty. called up Dr. Perry for diagnosis. He could not recall case, but will look up the record and report later.

Nov. 8, '09. DR. PERRY reports diagnosis shows no heart trouble, but he thinks the faintness was probably caused from insufficient food. He thinks diet order will meet the need in this case. Order for one quart daily furnished.

780 Nov. 29, '09. MISS ROLF reports woman failing. She suffers a good deal and is very impatient and irritable with the children, with the result that they stay out on the street too much in order to be away from their mother. The aunt is becoming alarmed for the two older girls, and asks to have them taken by the public authorities and if possible have Mrs. Pinelli sent to a hospital. Miss Rolf has arranged for a doctor to examine the mother.

Dec. 1, '09. Case Committee voted to persuade mother to let city take the two older children and to enter hospital if doctor advises.

790 Dec. 3, '09. MISS MOORE, nurse West Park Day Nursery, reports doctor called yesterday to examine Mrs. Pinelli. She was not

prepared and matter will have to wait a few days. In the meantime she had no fire and rooms were cold. Says they buy ten cents' worth of coal and have a little fire in the evening. Doctor advised that the rooms be kept warm for a few days so Mrs. P. could remain indoors. Miss Moore asks that a small quantity of coal be sent, as they have no money to buy it. Will report later what doctor says. Gave 2 bags emergency coal.

Dec. 8, '09. MISS ROLF reports mother is perfectly willing to have girls boarded by city. Doctor says Beatrice needs glasses and her  
800 tonsils should be removed; would like to have her under observation for a time. Doctor has not yet completed examination of Mrs. Pinelli.

Dec. 15, '09. Case Committee voted to ask the city to take the two older girls temporarily, to advise the mother to go to a hospital, and to ask Relief Society for glasses.

Jan. 1, '10. MISS ALLEN, school nurse, reports girl's eyes examined and glasses supplied. Doctor advises operation on throat and nose, and nurse has made appointment at Episcopal Dispensary for this Jan. 13th. After this is over they can leave home at any time.

Jan. 3, '10. MISS ROLF reports conference plans to get city to take  
810 two older children. Woman's physical condition not improving. Relief Society to continue present aid.

Jan. 17, '10. MISS CARP [volunteer] called for Beatrice and took her home from the Mary Louise Nursery, where she had been cared for following operation on throat and nose Jan. 14th.

Jan. 18, '10. MISS HARVEY, Episcopal Dispensary, Social Service, inquires, giving address 11 Penrose St.

Jan. 18, '10. Dist. Secty. saw MR. PEASE of Children's Dept. in regard to boarding out Beatrice and Concetta, and gave history of family.

Jan. 21, '10. MISS ROLF reports Mrs. Pinelli will go to make  
820 application at Children's Dept. Jan. 24th. Is now quite willing for children to go.

Jan. 24, '10. Dist. Secty. took woman to Children's Dept. to make application.

Jan. 26, '10. MISS FENTLER, Children's Dept., inquires.

Feb. 24, '10. Dist. Secty. sees Mrs. Pinelli. She is very happy about her two girls. Has been to see them at Forest Park and says they are in a fine home. They like it and are gaining in weight from the abundance of good food.

Mar. 11, '10. Dolores at home, has tonsilitis; Miss Appleby [vol-  
830 unteer] wishes she could be sent where two other girls are for a month, and will raise some money to pay child's board while there if possible to send her. [This was arranged for in April.]

May 28, '10. F. V. telephones that she has had an interview with Mrs. Lorne, employer of woman's sister, who now gives her quite a different report of Maria Guercino's earnings. Mrs. Lorne acknowledges to shielding these women because they were skilled workers and valuable to her and she could not afford to offend them. She says her daughter has reproached her for not making the facts plain to F. V., as she knew the family was receiving help and they really did not need it. She states that Mrs. Pinelli does more or less work at the shop, and that for the past two or three months the older girl, Alessandra, had been at home and was also working there. The earnings of the three women went into Alessandra's envelope. She was not willing to show F. V. the books, but gave the impression that the combined earnings amounted to from \$15 to \$25 a week. She says the women have been putting money in the bank and they are planning to ask the city to board Dolores so that Mrs. Pinelli may return to Italy. They expect to make this request June 1st, through the nursery or the C. O. S., which will again raise the question of the family income, and we can demand to see the pay-roll. F. V. will report fully on this at district committee, June 1st.

May 28, '10. Dist. Secty. notifies Relief Society to stop aid and Foster to discontinue milk.

May 31, '10. Dist. Secty. reports to Miss Rolf, who says that Maria Guercino came yesterday to ask that the city take Dolores. Miss Rolf was out. Dist. Secty. telephoned Mr. Pease, Children's Dept., asking if he could demand to see the books of an employer to learn the wages of an employee who had asked city care. He said a request of the employer to give the information was usually sufficient; he understands from Judge Casey that the law is not clear on this point and they have never tested it.

May 31, '10. MISS ROLF will ask advice of Legal Aid Society.

June 1, '10. Case Committee votes that Mr. Hall [of a large clothing firm] be seen and asked what pay the family receives in Mrs. Lorne's shop. (Mrs. McLain gives Miss Rolf a card of introduction to Mr. Hall, asking an interview.)

June 1, '10. MISS ROLF presents card but is referred to Mr. Pearson. He advises taking up the case directly with Mrs. Lorne, as Mr. Hall has no record of what she pays her help. She does their best grade of work.

June 2, '10. MISS ROLF confers with Mr. Linton, Legal Aid Society. He will give her a letter to Mrs. Lorne, urging her to show the books; Miss Rolf not to present the letter unless her personal request to see the pay-roll fails.

June 3, '10. MISS ROLF interviewed Mrs. Lorne last night. She was obliged to present the letter and the pay-roll was shown. Mrs.

Lorne admitted that Mrs. Pinelli and her daughter Alessandra were working in the shop. When Maria Guercino learned from Mrs. Lorne that their deception was known, she was frightened and said that if  
880 Miss Rolf would not take the matter into court she could collect from her wages each week the money they had had in assistance until the amount was paid.

June 3, '10. MISS ROLF reports that through her efforts and those of Miss Halstead, family's friendly visitor, it has been discovered that both woman and her employer, Mrs. Lorne (directory gives firm of Lorne and Chadwick, Mary Lorne and Henry Chadwick, 120 Broad St.), have misrepresented matter of family's earnings. The three women, Mrs. Pinelli, her sister Maria, and her daughter Alessandra (the latter having returned home in February), have earned on an average \$12 or \$13 a week. Only two weeks have they earned less than  
890 \$10 and some weeks as much as \$18. Since February 1, 1909, Relief Society has given at suggestion of C. O. S. \$122.56 in cash and groceries, \$4 worth of coal, shoes to the amount of \$7.50, and underclothing and blankets valued at \$6.50. Total for all gifts, \$140.56. Through C. O. S., a private individual has also been giving 1 qt. of milk per day. Dolores has been given care at nursery, where she has been found underfed, and the older children, who have been repeatedly reported by school teachers as underfed, have been since January and are still in care of Children's Dept. Mr. Albert Linton of Legal Aid  
900 Society has advised C. O. S. that there is sufficient ground for prosecuting woman, and that question of prosecuting Mrs. Lorne will be considered later, as she has persistently misrepresented earnings and has now admitted it, saying that she was trying to help the women, who were good workers, doing finishing for her, which she in turn gets from Francis Hall Co. Maria Guercino also admits misrepresentations, and offers to make restitution by paying money back in weekly instalments. Miss Rolf does not know whether savings are in a savings bank, is to find out.

June 3, '10. Conference at office of Legal Aid Society. Present,  
910 Mr. Alexander Hunter, representing C. O. S. and Children's Dept., C. O. S. General Secretary, Miss Rolf and Miss Duffield of C. O. S., and General Secretary of Relief Society. Matter was considered, further facts given Mr. Linton, and it was decided that Mr. Linton should present the matter to the Judge of the Municipal Court forthwith on presentation of facts from Miss Rolf.

June 4, '10. On request of Mr. Linton, Legal Aid Society, General Secretary Relief Society wrote giving detailed account of aid to family from Relief Society.

June 14, '10. Case against Mrs. Pinelli and her sister tried in  
920 Municipal Court. General Secretary of Relief Society, summoned as witness, testified simply to fact of Relief Society's giving aid at request



of C. O. S. and on basis of representations made by them. Both women found guilty and given sentence of six months. Appealed.

June 15, '10. GENERAL SECRETARY OF RELIEF SOCIETY writes Mr. Linton, Legal Aid Society, urging that steps be taken toward such compromise as will give women a chance to make restitution under probation.

June 16, '10. MR. LINTON writes that evidence brought out at trial was very damaging. One of the women had within a few days  
930 taken \$200 from the Dime Savings Bank. When first arraigned they put up a cash deposit of \$200 instead of bail. They showed in court a receipt for \$41 from a steamship company for a ticket. Their lawyer's charges were undoubtedly secured and paid in advance. These facts make Mr. Linton feel that it is very undesirable to urge leniency.

Dec. 6, '10. MISS ROLF says that the district attorney *nol prossed* the case. Mrs. Pinelli has gone to Italy and the sister is trying to get the children from the city.

May 17, '11. CHILDREN'S DEPT. telephones that Mrs. Pinelli has come back from Italy and is applying for her children. At present she  
940 is staying on Prince St. with a sister, who has a family of her own, and the rooms are too crowded for Mrs. P. to have her children there. In view of the history of Alessandra, it does not seem wise to have Beatrice returned to her mother at this critical stage.

## CASE VIII

### THE WIDOW DORNAN

CONDENSED SUMMARY OF FACE CARD. Margaret Dornan, 35, Irish, widow of Henry. *Children*, Agnes 12, Bella 6, Charles 4, David 2, Edward 5 weeks. *Rent*, \$12. *Relatives*. Woman has two sisters and an aunt living in city; a brother and an aunt of man also in city. *Other references*, one previous residence, two doctors, two Roman Catholic churches, a Presbyterian church, Relief Society, principal of school  
950 which Agnes attended, a politician.

Sept. 12, '07. SARAH GORMAN [sister of woman] came to Central Office with memo. from Mrs. Leonard that Mrs. Maggie Dornan, 1444 Portland St., North X—, was left a widow last February with four children, and had a baby born in August. Sarah Gorman has been employed as cook by Mrs. James Cook of West X— for the past six years.

Sept. 13, '07. MRS. DORNAN is short, rather heavily built, but thin, and does not look very well.

Her husband was at one time a policeman but shortly before his  
960 death was a bartender. He died suddenly in the Washington Hospital  
in February, of a complication of diseases including pneumonia. After  
his death she went on living at 203 Ward Ave. [six miles from present  
address] and kept boarders, but was obliged to give this up on account  
of her approaching confinement. It was not a very satisfactory way  
of making a living as people were not very honest. Amongst others,  
her own cousin cheated her. Jim Maguire was employed as asst.  
inspector by the Adams Express Co. and has plenty of money. He  
has cheated her out of \$28 board and she has not seen him for five  
months. Four months ago she moved to this address, so as to be near  
970 her sisters. The baby was born in August. The children have not  
entered in school this fall because it was so far to St. Michael's School,  
yet the priest thinks they should go there. Father O'Rourke and Father  
Kilpatrick both know her slightly. At present they are giving her \$3  
a week in groceries. She has absolutely no income but this, excepting  
what her sisters give her. The rent is due again in advance on the 17th.  
Mrs. Dornan has no plans unless she could get a larger place and take  
boarders again. Does not like to depend upon her sisters for the rent.  
When Secty. called at 9 A. M., she was obliged to wait until the woman  
got out of bed, as neither she nor any of the children were up. Saw  
980 Agnes, who is large for her age but looks delicate; Charles, who is fat  
and has light curly hair and is rather attractive; and the baby, who looks  
very well indeed, is plump and pretty.

Sept. 13, '07. At the corner store in previous neighborhood, Ward  
Ave. and 14th St., Mrs. Dornan is very highly spoken of. This was  
the general impression throughout the whole neighborhood. Secty. held  
a long interview with Mrs. Prentice, 201 Ward Ave., who says Mr.  
D. was an exceptionally fine man. Mrs. D. is a splendid woman, a very  
good mother, and very proud. She was loath to ask for any assistance,  
although she needed it very much, and Mrs. Prentice took her to the  
990 Relief Society, which gave her coal. Every effort should be made to  
keep the family together.

Sept. 13, '07. The RELIEF SOCIETY states that they do not know  
Mrs. D. very well. She made but one application and that was  
through Mrs. Prentice, who is not a particularly reliable woman. How-  
ever, they think it a very good case, because the tradespeople throughout  
that neighborhood mentioned her to them a number of times.

Sept. 16, '07. FATHER PURDY at St. Aloysius' Church [in previous  
neighborhood] speaks very highly of Mrs. Dornan. She was not very  
faithful in her church duties, but that was because of her large family of  
1000 little children. Thinks she made a mistake in leaving this parish, where  
she was well known, but if we will go to Father Johns of St. Michael's  
and use his name, he is sure everything will be done for her. Thinks  
she is an exceptionally good mother and in every way unusual. Her hus-  
band was a Protestant, but he was a fine, steady man.

Sept. 16, '07. DR. FRANCIS has known the Dornans for a number of years. The man was an especially quiet, nice fellow. He foolishly left the police force, thinking to make more money by bartending. He did very well but was once in a while out of work. Never drank. They had some illness among the children and never got ahead, but their home  
1010 was very attractive and neat. When the man died, there was no insurance and the Bartenders' Association raised money for expenses. Doctor thinks it would be very wrong to break up such a home and would like a great effort to be made to keep them together. Wishes he could contribute toward their support, as he considers it an extraordinary case. Mrs. D. has no organic trouble, but is by no means a strong woman.

Sept. 16, '07. MISS ADAMS, principal of the Dawes School, states that Agnes was promoted from the third grade to the fourth. She was not in the ninth grade, as the child herself had said. She was a good enough student, but had attended very irregularly, her mother making  
1020 many excuses to keep her home. In May of last year, a very unfortunate thing occurred. [Entry following is marked "Confidential" in red ink.] One of the girls lost an umbrella and Agnes seemed to have appropriated it. This was pretty well proven according to the details which Miss Adams gave Secty. Letters written to Mrs. Dornan to come and see about her daughter were not answered, until finally she sent word in writing that anyone who wanted to talk with her would have to come to the house. Seemed to show no interest whatever in clearing Agnes of the charge against her honesty, and finally the child was removed from school in June, before the end of the term. Requests that C. O. S. will treat  
1030 this information as entirely confidential, but thinks before she goes to another school or receives assistance from anyone, it ought to be known that Agnes's honesty is very gravely in doubt and that her mother seemed to uphold her.

Sept. 18, '07. ROBERT DORNAN [brother of man] works at night. Dist. Secty. found him and his wife at home. Had the feeling that Henry married beneath him. His wife has no bad habits that they know of, but she was a spendthrift. They were always living from hand to mouth. She is a good mother but has no ambition. They went to the house only three or four times a year, and were not sent for  
1040 when Henry was ill until the day he died. There was no provision made for the burial and the brother had to assume that, which meant an expense of \$85.50. Showed Secty. receipt from undertaker Purcell, 4th and Watson Sts. They tried to advise Mrs. D. after her husband's death, offering to take the little girl Bella, and an aunt, Mrs. Parr, would have taken one of the boys. She would not let them go because she did not want them raised Protestants. There seems to have been some trouble about religion, she being a Catholic and her husband's people Protestants. Was not at all grateful that they buried her husband or for assistance given, and they are entirely through with her.  
1050 Provided Mrs. Parr's address, in case we cared to talk with her, but

feel sure she will not care to touch the problem. They heard at the time of Henry's death that Mr. Burr, a politician, had raised about \$300 for her. She ran through this very quickly, as she does not know how to manage. They do not want to give an opinion, but feel that the family should certainly be broken up.

1060 Sept. 19, '07. MR. BURR is representative of the 3d district in the House of Representatives. Somebody told him about Mrs. Dornan's trouble and he used his influence to raise some money. They gave her a purse of some \$75, no more, but this should have given her a good start as her brother-in-law paid all funeral expenses. She has an extraordinarily good record in the neighborhood and made a mistake in moving away, as she would have certainly got enough help. The Ellis School had been suggested for the boys and the relatives offered to take the little girl, but she would not allow this on account of religion, on which point she is rather bigoted. Mr. B. advises that everything in our power be done for her, as it is certainly a worthy case. If we make a plan which requires the raising of money, he will be willing to do a little himself, and he asked for a letter when the investigation is completed.

1070 Sept. 19, '07. MRS. PARR tells much the same story as Robert Dornan and is equally bitter. Says Maggie is very slovenly, never up in the morning, careless about the children's attending school, does not know how to provide economically, etc., etc. Her husband was a fine man, gave her his \$18 a week regularly, but she never had anything. It was always a case of living from hand to mouth. When Henry died, the brother was willing to take Bella, and she would have taken Charles, but there was a quarrel on the subject of the children's religious education. Either she or her brother would have been willing to take the child, but it is a very different matter to pay out money elsewhere and they feel no interest in doing so. In fact, they are not willing to touch 1080 the case at all. It is her opinion that the family would be much better broken up and the children sent to homes, where they would at least get an education and learn manners. Claims that Mrs. Dornan received help from her own church and also from Bethel Presbyterian Church; that every week, after her husband's death, the ladies from Bethel brought her a large basket of groceries.

1090 Sept. 19, '07. Agent of the Relief Society telephones to Central Office. Left a message for Dist. Secty. that she was informed that Mrs. Dornan was married again. About a week ago, married a young fellow whom she raised. He is only about 20, is a loafer and she will have to support him. Thought we ought to know this.

Sept. 19, '07. MRS. DORNAN reported the situation about as usual. Rent is now due and she does not know exactly what to do. Has not seen her sister. They will not get the groceries from church for another day or two and are about out of food. Secty. asked her about the report of her second marriage. She was at first quite amused, but after-

ward felt hurt about it. The young man in question is Matthew Gore. He lived as neighbor to her on Robly St. when he was a child; used to run errands for her. She has always liked the lad, but is old enough almost to be his mother. We are welcome to go down and talk with his mother, Mrs. Gore, or with him. She has not seen him since they moved to North X—. Gave temporary relief \$1.

Sept. 20, '07. MISS ENFIELD, visitor for Bethel Presb. Church, and the Sunday School Supt. report that Agnes D. attended Sunday School quite regularly. The youngest child was on the cradle roll. They visited in the house; always found Mrs. Dornan very liberal on religious matters. Was anxious for the children to go to Protestant Sunday School as their father wished. She seemed a very good mother; home always clean and nice. They know nothing further excepting that she never received any assistance from Bethel.

Sept. 20, '07. Found house of Mrs. Johnson [sister of woman] at West X—, but it was closed. Small, gray-framed property, with a little ground behind it and chickens.

Sept. 20, '07. Went to Mrs. Leonard's and found that Sarah Gorman had taken a place with Mrs. Forrester. The cook at Mrs. Leonard's was very communicative; said Sarah was a very fine girl and most generous to her sister. She knew Mrs. Dornan and thought her a very extraordinarily fine woman, deserving of help.

Sept. 20, '07. SARAH GORMAN thinks there is no doubt that her sister's home ought to be kept together. Her sister is very particular about the children. The only reason Agnes is out of school is that they had been thinking of putting her to work in the laundry, but are afraid there will be trouble on account of her being only 12. There is no one in their branch of the family who can help except herself. Mrs. Johnson has four children and her husband makes but small wages. There is an aunt living around 14th and Painter Sts., Mrs. Ellen Maguire, who is an upholstress. It was her son Jim who boarded for a little while with Mrs. Dornan but did not pay his way. Does not know where he is now. If the church will continue their \$3 a week regularly, she is quite willing to pay half the rent regularly, but as she has practically exhausted her savings can do no more. In addition to this, Mrs. D. would need \$6 a month (*i.e.*, the other half of the rent), and about \$2 a week more for food. She is a very economical woman, wastes nothing, and would manage to get along on the very least possible.

Sept. 23, '07. FATHER JOHNS of St. Michael's states they think highly of Mrs. Dornan. Of course she has been in the parish but a short while; nevertheless her record was so good in the other parish that it is the same as if they had always known her. The Conference gave \$3 a week in groceries and will continue to do so indefinitely, especially if we will co-operate to keep family together. They wish the two chil-

1140 dren of school age to attend the parochial school, and will see that they attend some school at once.

Sept. 23, '07. Telephoned agent of Relief Society to ask if she does not think the report of Mrs. Dornan's marriage an error. The woman who told her is quite reliable; however, she had it only by hearsay. Promised to secure man's name, etc., and let us know.

Sept. 23, '07. MRS. MAGUIRE at work. Her daughter, a stolid young woman, states there is a trifling estrangement in family because Mrs. Dornan harbored her brother Jim when he left home temporarily. She had "no right" to take him in. However, it is all over and they 1150 will bear no more malice. Jim is close-mouthed, never told about house or other boarders. He is at present on vacation, but a letter will reach him after the 25th and he can say when to see him. No longer works for Adams Express and his hours are too irregular for her to say when he will be at home. Mrs. D. had a fine husband and deserved him, for she is a fine little woman, particular about house and children, a quiet home-body. It was said she had misfortunes with her boarders, who were drinking people, but she is not intemperate herself, although she may sometimes take a glass of beer. No one in the family on this side can help, all are working people living in a small way.

1160 Sept. 24, '07. DR. FEHRING was called in at last moment in confinement. The house was neat and orderly then, conditions all good, would suppose family were nice, average people. Saw no signs of intemperance or of bad company, etc. Mrs. Dornan's nextdoor neighbor is a miserable drunken sort, but otherwise street is good as the average small street. His acquaintance is superficial because he was there a very few times. Woman's physical condition fair now, no organic trouble. Has not seen her for a month.

Sept. 25, '07. Central Committee decided to apply for a school scholarship for Agnes, \$3 a week; also to raise \$6 for half of this 1170 month's rent if it is impossible to secure it from Congressman Burr, who is interested. Try to get friendly visitor for family and encourage woman to get some washing to do at home.

Sept. 26, '07. Letter to Mr. Burr:

September 26, 1907.

MR. A. W. BURR,  
27 West Street.

My dear Mr. Burr:

Our investigation of Mrs. Maggie Dornan, 1444 Portland St., North X—, has been very satisfactory, and we feel sure that it is very desirable to raise money to keep the family together. Our plan is as follows: The Church of St. Michael will give her \$3 a week in groceries. We are applying for a scholarship for the oldest child Agnes, which will be \$3 a week, conditional upon her regular attendance at school. Mrs. Dornan's sister is able and willing to pay half the \$12 rent each month, which is \$6, and we hope that Mrs. Dornan will be able to save the other half from her income of \$6 a week, or probably take 1180 in one or two washings. At any rate, we think it worth while to try this experi-

ment in order to preserve the woman's independence and self-respect. We shall also try to provide the family with a friendly visitor, who will keep in close touch with matters.

1190 The rent is due at this time and we will have to give her this month \$6 toward it. It may also be necessary to make one or two weekly payments, pending the granting of the scholarship. You may remember you said to me that you would probably be willing to do something toward raising money yourself. I think we ought to have about \$10 now. Do you feel like contributing the \$6 for rent which is needed immediately, or the full \$10, or can you suggest someone who would be interested in helping? The plan which I have outlined above is a permanent one which will be continued until Agnes is of working age, provided it goes through satisfactorily.

1200 Thanking you very much for your interest and hoping to hear from you, I am,  
Very sincerely,

MARGARET COX,  
District Secretary.

Sept. 26, '07. Called on MRS. DORNAN with check \$6 for one-half rent. Sister had borrowed \$6 and paid the whole \$12, as landlord threatened. She is to call this date and Mrs. D. will reimburse her. Told her of application for scholarship. She wishes to get along on \$6 a week and save for rent; will do her best but may have a hard time to adjust herself, as she has been used to \$18 a week. Asks if shoes and coal could not be allowed extra. Agnes entered parochial school  
1210 this week, fourth grade, child says. Bella has been vaccinated and will go as soon as that takes. All the younger children have a superficial skin disease contracted from playmates. Dr. Fehring prescribed lard and sulphur, which she is using. He states there is no cause for anxiety. Woman spoke of the Ellis School, would like boys to go there by and by.

Sept. 27, '07. Telephoned SARAH GORMAN at Mrs. Forrester's to ask exact day of Agnes's birth. She was so busy did not talk with her further.

Sept. 27, '07. Telephoned St. MICHAEL'S; Agnes in school, entered this week, 3d grade.

1220 Sept. 27, '07. Letter sent to School Children's Association about scholarship.

Sept. 30, '07. Letter to Mrs. Graham:

September 30, 1907.

MRS. ALBERT GRAHAM,  
14 Sheffield Avenue.

Dear Mrs. Graham:

1230 Since I came back to the C. O. S. the first of September, I have been working on a very delightful case in the ninth ward: Mrs. Maggie Dornan, 1444 Portland Street, North X—, which is approximately 14th and Porter Streets. Mrs. Dornan was left a widow in March. She has five little children, the youngest one born since her husband's death. Of course there has been a very great change in her income, as he earned \$18 a week and now she has \$6 to depend upon. Three dollars of this is a school scholarship which we secured for her, and \$3 comes from her church, St. Michael's. In addition to this, her sister, who is a very nice woman living at service, is to pay half her rent. Out of her \$6

Mrs. Dornan must save the other half of the rent and feed her family. We shall certainly, I think, have to provide coal and shoes extra, but we are so anxious not to weaken the woman's natural resources that we are pushing her pretty hard on the lines of economy.

- 1240 You probably know that in a case like this, where help is to be continued for a space of months or years, we always try to provide a friendly visitor for the family. I am very anxious to secure for Mrs. Dornan a friendly visitor who is also a practical housekeeper and who knows about bringing up children. Naturally none of my young friends quite fit in this capacity, and as I was thinking over the people I knew your name occurred to me very promptly. I do not know whether you are interested in charitable work and whether you would at all consider visiting the family, but if you would, I think it would be a great success. It does not take a great deal of time to do friendly visiting, as under ordinary circumstances you do not need to see the family more than once a week.
- 1250 Of course it is hard to define the duties of a friendly visitor. In this case, there are several openings for the first call, and after that it is easy to keep on dropping in, as the poor are so hospitable. This case belongs to the Fordham District, where I am to be district secretary, our office being at 1200 North Jackson Street. There is a conference held every other week which we like the friendly visitors to attend when possible. It is so helpful to have them, but of course this is not obligatory. I hope that I have not written a very confusing letter, and if I have asked the impossible please tell me so frankly. I am putting the suggestion in writing so that you can think it over, and this is much easier than receiving such a plea over the telephone or in person. If, however, you
- 1260 will consider it, I should like to call when convenient and talk it over.

Very sincerely,

MARGARET COX,  
District Secretary.

Oct. 3, '07. Letter from School Children's Association to Mrs. Dornan:

October 3, 1907.

MRS. DORNAN,  
1444 Portland Street,  
North X—.

- 1270 *My dear Mrs. Dornan:*

We have decided to award a school "scholarship" of \$3 a week to your daughter, Agnes, upon the following conditions:

1. Agnes and Bella must attend school regularly every session except when they are sick.
2. The children must not be employed either out of school hours, on Saturdays, or in vacations, except to help you at home.
3. We must receive *each week* a card, like the one enclosed, for each of the children, which they must get at school every Friday afternoon from the teacher.

- 1280 We are writing to-day to the Principal of St. Michael's School and are sending the cards there. Please have the children go for them Friday afternoon and then mail them to us every Friday evening in the enclosed envelope. We cannot make the payments any week until we receive the cards.

The money will be sent by check. You will have to sign your name on the back of it and your grocer, or any store where you deal, will give you the money for it. Please ask the person who gives you the money for it to put it in the bank right away.

We shall expect to have you write us often as to how your family is getting on.

- 1290 Yours very truly,

RICHARD EVERETT.

Oct. 4, '07. Letter from Mrs. Graham:



14 Sheffield Avenue, October 4, 1907.

*Dear Margaret:*

Yours of September 30th duly received. A rather unusual stress of home duties and being away from home yesterday afternoon and evening caused my seeming neglect to answer your appeal.

1300 I see no reason why I could not help you with the Dornan case. I am greatly interested in charitable work and while I nearly always have some case on my hands, I know very little about systematized work and would be very glad for you to call and give me instructions. I am using strenuous effort just now to find help for us, and might be away from home often for the next few days, so that it might be well for you to 'phone me when (or near the day) it would suit you to make me the call.

I think I should certainly be able to attend your conferences occasionally. Your letter was indeed very clear and makes me feel that I must use some exertion to aid Mrs. Dornan in her extremity.

Very sincerely your friend,

MARY E. GRAHAM.

1310 Oct. 5, '07. Letter to Mrs. Graham:

October 5, 1907.

MRS. ALBERT GRAHAM,  
14 Sheffield Avenue.

*Dear Mrs. Graham:*

1320 I was indeed overjoyed to find your letter when I got home last night and to learn that the Dornans have fallen into good hands. I expect to be able to call at your house any time Monday afternoon if that will be satisfactory, and will telephone in the morning that day to make an appointment. I will bring the record of the Dornan case with me so that you may read it if you care to, and I want to ask your advice right away as to how much Mrs. Dornan ought to be able to save toward her next rent! The first payment of the pension was made this week, and the rent is due again on the 17th, so that she has only two weeks in which to save her part of the money. It is very nice of you to speak as though I could give "instructions," and of course I do know the resources of the city pretty well. However, in this case I am sure your practical experience will be far more valuable than my theories, and we can just work together. We shall want to think what your introduction to the family will be. I am also so delighted to think you may be able to come to the conferences.

1330 With sincere appreciation of your interest in Mrs. Dornan, I am,  
Cordially yours,

MARGARET COX,  
District Secretary.

Oct. 5, '07. Letter to Mr. Burr:

October 5, 1907.

MR. A. W. BURR,  
27 West Street.

*Dear Mr. Burr:*

1340 You will be interested to hear that the scholarship of \$3 a week has been granted to Mrs. Dornan of North X—. On the 26th ult., I advanced her \$6, our half of the rent for this month. We shall have to make a contribution toward the rent of next month, which is due on the 17th in advance, but after that we expect Mrs. Dornan will be able to save a portion of her weekly income. The \$6 already spent and \$4 that will be required, making a total of \$10, remains to be raised from interested people. I think I mentioned when I wrote you before that I am wondering whether you would feel like giving a part or all of this amount. If you do, we should greatly appreciate it, and should of course tell Mrs. Dornan through whose kindness she has been assisted. Do you

think of anyone in your neighborhood who would feel like helping out at this time?

1350 Thanking you for your interest, I am,  
Sincerely yours,

MARGARET COX,  
District Secretary.

[The two letters to Mr. Burr were never answered.]

1360 Oct. 7, '07. MRS. DORNAN a little inclined to be peevish because C. O. S. were giving no aid from their own funds. Thinks the scholarship is very meager. When it comes to buying shoes and other things beside food she really has not enough. Persuaded her to think that she would give it a trial of one month anyway to see if she could not get along. The Sister in charge of the school will not send in the scholarship cards for the 4th because Bella had not been in school because of her vaccination; said she would have to wait and it would start at the end of this week. Both children went to school this date but there was no session. Learned that Mrs. D. carries 60 cents insurance, 10 cents on each of the family. Will talk to her sister about giving this up if we will guarantee burial.

Oct. 8, '07. MRS. GRAHAM entered very fully and enthusiastically into the discussion of the family. Will take hold of the case in a very practical manner at once.

1370 Oct. 9, '07. Called to see Mrs. Graham and found that she had visited the day before. Mrs. Dornan was very cordial, seemed to be responsive. Thinks she will be willing to accept advice. F. V. noticed the condition of the front door and a hole in the parlor floor, which should be brought to the attention of the landlord before cold weather. David has a harelip, which was unsuccessfully operated on at the Washington Hospital. F. V. suggests that the child be sent to St. Luke's, where she is acquainted with Dr. Wilbur, an excellent surgeon. We will, however, wait and work this gradually as we gain the woman's confidence.

1380 Oct. 10, '07. Discussed the question of coal with Central Office and decided that we would try to get the church to provide this. We shall have to pay a portion of the rent on the 17th, as the scholarship will only have been paid twice between now and then.

Oct. 11, '07. Letter to Father Kilpatrick about suggested plans so far, and asking for coal and shoes as needed.

1390 Oct. 11, '07. Telephoned SCHOOL CHILDREN'S ASSOCIATION and arranged with Mr. Everett that the scholarship shall be paid for last week. It was granted on the 3d and the 4th was Friday. The principal of the school did not send in the cards because Bella had not been in attendance. The child was unable to go on account of vaccination, so they will accept the card from Agnes.

Oct. 11, '07. Telephoned the principal of St. Michael's School explaining as above. She will send in a card for Agnes for the 4th and for Bella and Agnes for the 11th.

Oct. 16, '07. F. V. expects to offer Mrs. Dornan their wash for a week or two, allowing her to bring her children with her to their house to play outside while she works.

Oct. 17, '07. Letter from Father Kilpatrick agreeing to provide coal and shoes in addition to weekly payment.

1400 Jan. 2, '08. F. V. over the telephone. The Dornans had a very happy Christmas. She knitted mittens for the two school children, took over some little toys and things for the children's stockings. The situation seems to be pretty comfortable.

[Here follow a number of entries about the purchase of a second-hand sewing machine, but the matter is dropped.]

1410 July 11, '08. F. V. said nothing of any great importance has happened at the Dornan's except that David was taken to St. Luke's for an operation for his harelip; has done very well. Had not done anything about sending them on a vacation, as Mrs. D.'s sister has gone to the country with the family for whom she is working, and they have a little tenant house on the place and have invited Mrs. D. and the children for a couple of weeks.

July 20, '08. DR. FEHRING seen on other business; says the last he heard Mrs. Dornan had boarders from the laundry opposite and was doing well. Thought she was a nice woman.

Sept. 12, '08. F. V. telephoned that she had had a letter from Mrs. Dornan asking for coal and shoes. Asks that we write a note to Mrs. D. and tell her to go to the church for shoes.

Sept. 15, '08. Letter to Mrs. Dornan:

1420

MRS. MAGGIE DORNAN,  
1444 Portland St.,  
North X—.

September 15, 1908.

*My dear Mrs. Dornan:*

Mrs. Graham tells me that you would like us to buy shoes for the children. I do not have the shoes for the children at present, and I think if the children are going to the Roman Catholic School the church would help you to these. They gave you shoes before, and I am sure that all you will need to do will be to go to Father Kilpatrick.

1430

Very truly yours,

FLORENCE CRAIG,  
Assistant District Secretary.

Nov. 5, '08. F. V. at Conference reports Mrs. Dornan's need of shoes for the children. The church still gives \$3 grocery order, but do not seem quite so friendly since Father Kilpatrick was transferred. Thinks it might be wise for us to talk with church again.

Nov. 11, '08. FATHER JOHNS thinks Mrs. Dornan is not very resourceful, but they do not wish to push her unduly. Will continue the order and care for both shoes and coal this winter.

1440 Nov. 11, '08. Telephoned F. V. as above.

Nov. 11, '08. Letter to Mrs. Dornan:

November 11, 1908.

MRS. MARGARET DORNAN,  
1444 Portland St.,  
North X—.

*My dear Mrs. Dornan:*

I have had a talk with Mrs. Graham and the church people about your affairs this winter. The thing for you to do is to ask the Sisters of the school for shoes for the children, as they are perfectly willing to see that you get them.  
1450 The church will also provide the coal as they did last winter. I think, if you hesitate to speak to any of the other people you may talk to Father Johns himself.

Now I do not want you to think I am meddling at all nor that I wish in any way to discuss your affairs. I know it is very hard for a woman with a family of children to get off to church, but it does seem to me whatever our religion is we ought to observe it. I hope you will be able to get to Mass. I think it makes a great deal of difference to us if we do attend church pretty regularly and get the inspiration of the services. I hope you and the children will keep well and have a good winter. If I have time I am going to come and call on you. It is nice to hear from you through Mrs. Graham.

1460

Very sincerely,

MARGARET COX,  
District Secretary.

Nov. 19, '08. F. V. at Conference says Mrs. Dornan's children need underwear. She has helped make a very nice dress for Bella. Mrs. D. not much of a seamstress except when advised. Mrs. Graham suggests having someone live with Mrs. D. and look after the children so Mrs. D. can work.

Nov. 30, '08. MRS. DORNAN and Bella at Dist. office. Given large bundle of new underwear. Mrs. D. secured a wash to do at home but most unluckily part was stolen from her yard. She plans to wash for woman several weeks to trade out the loss, which we advised. Has one day cleaning but no other work. Her sister was married during summer, husband a nice fellow but sometimes drinks too much. Sarah is still working but expects in the spring to start housekeeping, when she will not be able to assist any further.  
1470

Feb. 1, '09. F. V. thinks Mrs. Dornan is really getting along very comfortably, but inclined more to whine than to count her mercies. She is determined to keep Agnes home from school one day each week to look after the little ones. Mrs. D. earns \$1.50, which would make  
1480 up for the deduction on scholarship and leave \$1 profit.

Feb. 12, '09. F. V. telephones that the School Children's Association held back part of the scholarship this week. Mrs. Dornan is quite hurt, as Bella was sick, but they seemed not to believe this. F. V.

realizes that Mrs. D. has not always been careful about the attendance, but this time she was not at fault.

Feb. 12, '09. Telephoned SCHOOL CHILDREN'S ASSOCIATION, who feel Mrs. Dornan's excuses are often very flimsy and had intended to give her a lesson. Did not feel they ought to refund, but were glad we called up and wanted to co-operate with us.

1490 Feb. 12, '09. Letter to Mrs. Dornan:

February 12, 1909.

MRS. MARGARET DORNAN,  
1444 Portland St.,  
North X—.

*My dear Mrs. Dornan:*

1500 Mrs. Graham asked me to notify you regarding the scholarship. The secretary of the School Children's Association tells me that you have been very frequently paid the entire amount, when the excuse was given that Agnes stayed at home because you needed her. This was not right, and they feel that you have got more money already than you were entitled to. They thought that you had got quite careless about the children's attending, and when the child was absent the entire week with the excuse of sickness they did not feel justified in paying, as they thought the time had come to deduct 10 per cent., and try to get you to make a greater effort to keep them regularly in school. I do think you ought to be very particular about their attendance. As soon as I can, I am going to stop in and have a talk with you.

Yours sincerely,

MARGARET COX,  
District Secretary.

1510 Feb. 12, '09. Letter to Mrs. Graham explaining above.

Feb. 25, '09. F. V. at Conference reports Mrs. Dornan needs coal; the church wonders if we would provide.

Feb. 26, '09. Half ton of Coal Fund coal sent.

Mar. 31, '09. Half ton of Coal Fund coal sent.

1520 Apr. 8, '09. F. V. at Conference reports Mrs. Dornan getting more washings and seeming more resourceful. When Agnes becomes fourteen she is considering keeping her at home so that they can do laundry work together, as she dislikes to put child in mill. F. V. approves this plan, as she thinks Mrs. D. is better able to work hard than Agnes and would rather see burden fall on her. While she has not had the resources she had before Mr. D.'s death, nevertheless has not had to work so hard as many widows; the provision for her has been really adequate.

1530 May 7, '09. F. V. reports that Mrs. Dornan is now apparently in good health excepting a stomach trouble of which she often complains. "Relations with Mrs. D. are most cordial and I have formed a very favorable impression of her. She is a kind, loving, devoted mother, and appears to have good control of her children without using harsh methods. Five-year-old Charles is an exceptionally pretty, strong, healthy child.

"Ellis School has been suggested for him, but Mrs. D. says that Father Johns does not favor it. I should be glad if paragraphs under date of Sept. 19, 1907, could be blotted from the records, as I believe them to be a libel on a woman of good character. There has never been anything noticed which would cause a suspicion of her good morals. She does not talk hard times as she used to do. She buys shoes and gets them mended, and says she has got very few pairs from the church, but it is not clear where the money to buy them comes from. It does not appear that she has any work just now, but she is quite anxious  
1540 to have washings at home. Requests for washes for her have been given out at our church and other meetings in West X—, but nothing has resulted from it as yet excepting an evening's work for \$1 at the Fourth Baptist Church washing dishes after a supper. She talks of having Agnes work in the laundry across the street, where she would receive \$3.50. She feels that it will be necessary to make every exertion to supply herself the amount that her sister Sarah has been giving her, who expects to go to housekeeping in a very short time."

May 22, '09. F. V. telephones that Sarah Gorman (does not know her married name) has now gone to housekeeping. She helps Mrs.  
1550 Dornan out by taking charge of the house so she can go to work. Mrs. D. made two days' housecleaning last week and one day this week. F. V. thinks she will get more.

The record was read at last meeting of district visitors' committee at Central Office. They had no suggestions except to advise that Agnes take regular work rather than help mother at home, as this seemed to them fairer to the child—more future for her.

June 3, '09. F. V. telephones that she thinks it would be fine if we could send woman and the children out to the Fritchley Seaside Home for a holiday. She thinks that they would be only too glad  
1560 to go.

June 17, '09. F. V. over the telephone. Mrs. Dornan is very much disturbed for fear that her pension will be stopped when school stops, which will be next week. We told her that this was not the case, that it would be continued until Agnes became fourteen. She seemed very much unsettled as to what the child was to do. F. V. advised against her going in the laundry across the street. Advised that Dist. Secty. try to see Mrs. D. also and give this advice. At the present time Mrs. D. is also worried about her rent, which is due in advance on the 17th. She has only \$6 toward it. Her sister Sarah has gone to house-  
1570 keeping and is expecting to be confined very soon. Her husband is not doing very well and the relief from this source has been entirely stopped. It will make a great difference in Mrs. D.'s income. If the home is to be held together, it will be necessary for someone to raise this amount. Told F. V. that we would take it up and inform her and Mrs. D. very soon.

June 22, '09. Central Committee of the Society decided to raise \$6 per month for one year for half the rent of \$12.

June 24, '09. F. V. over telephone. Told her decision as above. As the children are down with measles, F. V. advises that we do not visit just yet. She will talk with Mrs. D. about Agnes's going to work, suggests the Park and Williams [manufacturers of electrical and scientific instruments]. The laundry across the street is pretty heavy work and has little future. Dist. Secty. to call after F. V. talks with Mrs. D.

June 24, '09. Letter to Mrs. Dornan:

June 24, 1909.

MRS. MARGARET DORNAN,  
1444 Portland St.,  
North X—.

1590 *My dear Mrs. Dornan:*

Mrs. Graham tells me that your sister is no longer in a position to help you with half the rent each month. We have decided that we are willing to give you \$6 per month, or half the rent, for which she used to be responsible. We will continue this for one year and at the end of that time we can talk the matter over and if necessary to continue we can take it up again. I am enclosing a check for the rent, which I believe is due on the 17th. Another check will be mailed or brought to you on the 17th of July.

1600 Mrs. Graham thinks that the children are sick with the measles and that you cannot go over to her house at present, but she asked me to tell you that when the children are well enough to leave you should stop over. We are, of course, interested as to what kind of work Agnes is to do when she starts. Mrs. Graham knows of a very nice firm where we might be able to place her if satisfactory to you. I believe something was said about laundry work, but I do not think there is much advancement there and the work is pretty hard on a young girl. I would come up to your house to-day but I am very busy, and as I understand you are quarantined with the measles I could not come into the house for fear of carrying it to other children.

Hoping that you are well and that I may be able to stop and see you soon, I am,

1610

Sincerely yours,

MARGARET COX,  
District Secretary.

1620 Aug. 17, '09. F. V. reports that Mrs. Dornan's sister Sarah has been very ill with appendicitis and this brought on premature confinement. She almost lost her life and is not entirely out of danger yet. She has turned violently against her husband, expects to separate from him, and go to live with Mrs. Dornan. The permit for the seashore came for Monday, August 23d, but on account of Sarah's illness, Mrs. D. does not see how she is to go. F. V. will write to them to see if it is possible to get a date in September. Agnes worked two days at Park and Williams, paid 95 cents a day, but when pay-day came she found a slip in her envelope saying they did not need her any longer. They did not get any explanation as to this. F. V. is arranging to have her son take the children's photograph.

Aug. 19, '09. Telephoned PARK AND WILLIAMS Co. Mr. W. was out of town. Mr. Park learned that Agnes was not satisfactory; said he would get the particulars and send secretary a letter.

Oct. 4, '09. F. V. over telephone. Said Mrs. Dornan had been to see her and said she had got word from the church that they  
1630 would discontinue sending the grocery order each week as they had been doing. They had learned that Agnes was working and thought Mrs. D. should be able to get along now without any order. They had not been sending her the coal or providing shoes for the children for some time. Mrs. Graham thought that if we would see the priest at the church we might be able to persuade him to reconsider the decision of the Conference and send the grocery order as usual. Mrs. Dornan told her that if the church would give her \$2 in money she could make it go further than the \$3.25 in groceries which they have been sending her, as very often they send her things which she does not  
1640 need. Mrs. Graham asked that we tell the priest that unless they continue providing shoes for the children, Mrs. D. could not send them to school, as it is eleven blocks from this church and they have to walk this distance four times a day, which is very hard on their shoes and clothing.

Oct. 6, '09. Letter to Father Johns:

October 6, 1909.

REV. FATHER JOHNS,  
Church of St. Michael,  
11th and Brown Sts., North X—.

1650 *My dear Father Johns:*

I called to see you this morning regarding Mrs. Maggie Dornan, 1444 Portland Street, but was unfortunate in not finding you at home. If you think it better and will let me know what is the best time to call, I will call again but probably I can explain in writing.

You will remember that we have been interested in Mrs. Dornan for two years, and that we succeeded in getting the School Children's Association to grant a scholarship of \$3 a week to the oldest child, Agnes, until she should be old enough to go to work. In addition to this, the church very kindly gave a grocery order regularly each week and assisted with coal and shoes. Mrs. Dornan's sister, who was then unmarried, paid half the rent each month. This sister  
1660 was married in the spring and in June she discontinued her assistance. Since that time we have given Mrs. Dornan \$6 each month, this being half the rent, formerly contributed by her sister. When Agnes became fourteen the last week in July, the School Children's Association discontinued their scholarship, thinking that the child could earn the equivalent. Agnes is working and earning \$3.50 a week, but this is all they have to live on except the \$6 that we give them for rent. Mrs. Dornan now tells me that the church did not feel that they could continue the grocery order when Agnes was working.

We thought possibly that if you understood all the circumstances you would  
1670 reconsider the decision, as you can see that \$3.50 is not enough to provide for a family of six. I am very much afraid that Mrs. Dornan will have to have assistance until the next child is old enough to work. I know that the children present a very good appearance and do not appear to be very poor, but this is because a lady who is interested in them gives Mrs. Dornan clothing. Will



you be kind enough to let me know if the church would be willing to put Mrs. Dornan on the Conference again?

Thanking you very much for your consideration, I am,  
Very truly yours,

MARGARET COX,  
District Secretary.

1680

Oct. 9, '09. F. V. over telephone. Mrs. Dornan was there and Agnes had lost her work. She was employed in the Porter Stocking Mill on the outskirts of North X—. Friendly visitor thought it would be wise to inquire how this happened.

Oct. 9, '09. Could not find any such mill.

Oct. 13, '09. Letter from Father Johns:

October 12, 1909.

Miss M. Cox,  
District Secretary.

1690 *Dear Miss Cox:*

In regard to your communication of Oct. 6th, I am sorry to have to inform you that the Parish Conference for the relief of the poor has unanimously voted on Oct. 11th, that no further aid should be given to Mrs. M. Dornan, 1444 Portland St.

The members of the Conference regret it but circumstances render it imperative that such should be the decision with regard to Mrs. Dornan.

Sincerely,

FRANCIS JOHNS,  
11th and Brown Streets, North X—.

1700

Oct. 13, '09. Letter to Father Johns:

October 12, 1909.

REV. FRANCIS JOHNS,  
11th and Brown Streets,  
North X—.

*My dear Father Johns:*

I thank you for your note about Mrs. Dornan of 1444 Portland Street. I realize that it is not always possible to continue help indefinitely on any case, and of course we respect your decision in this matter. I do not imagine that you have any criticism of Mrs. Dornan's use of money or of her habits—at the same time, if the Conference were influenced in their decision by anything that they may know about the woman, I would consider it a great favor if you would let me know; that is, I should like to know if there is any reason which would make it wiser for us not to assist her.

1710

Unless I should hear from you, I will consider that everything is all right.  
Very truly yours,

MARGARET COX,  
District Secretary.

1720

Oct. 14, '09. The Conference of this week discussed Mrs. Dornan's case, pro and con, and decided that if a house could be found large enough to enable her to rent one room to a woman whom Mrs. Graham could recommend highly, this would solve the question of help; she to be moved near a day nursery and expected to support the family, with Agnes's assistance.

Oct. 16, '09. Visited. MRS. DORNAN was just getting ready to go to her sister's, Mrs. Johnson. Says she has gone there more since

Sarah's death. Mrs. J. cannot help her financially, but she is a good adviser. We explained the proposition of the Conference. Mrs. D. said that she would very much rather find work at home than move. She does not care to put the children in a day nursery, and she does not  
1730 think that she could very well do a great deal of work outside and keep up her own home too. Agnes is to start in the French laundry across the street Oct. 18th, at \$4 a week. She herself is earning \$2.50 a week, but of course this is not enough to save anything for the rent. She will think the matter over and report to F. V. what her decision is. Told her we would pay our half of the rent this month as usual until she can rearrange her plans.

Oct. 19, '09. F. V. over telephone. Reported to her fully as above. She thinks that if Mrs. Dornan will really bestir herself and get some work at once, she might be allowed to try keeping things together as they  
1740 are, with no assistance from us except the half-month's rent each month. If this plan fails, we can then insist upon her living near the day nursery. She agreed with secretary that the day nursery plan is the more sensible plan in any case.

Oct. 21, '09. Conference heard report of case and advised that Mrs. Dornan be allowed to work out her own plans, but that our assistance with the rent be continued.

Oct. 23, '09. F. V. and Mrs. Dornan over telephone. After consultation with her sister and others, Mrs. D. feels strongly that it is best not to move. Agnes likes her work across the way; with that \$4  
1750 and her own earnings of \$2, \$6 a week, she could almost get along. Thinks assistance with coal and clothing would be enough if \$6 for rent is continued. David is to be entered in kindergarten at Lincoln School, 9th and Main Sts., and Mrs. D. thinks that with only one child to take about she might get some days' work. Now that the church has discontinued assistance, she will transfer the children from the parochial to the public school and save the long walk. As she needs coal at once (is now buying it by the bucket), secretary promised F. V. to take case up with Central Committee.

Oct. 26, '09. Central Committee agreed to furnish coal in addition to the pension of June 22, 1909.  
1760

Dec. 10, '09. F. V. reports that the West X— Branch Needlework Guild will give underwear, since Fordham District donation contained none suitable. She has had Y. W. C. A. secretary call on Agnes and interest her in classes, etc., there. Feels the girl needs a steadying influence in addition to mother's. Mrs. Dornan has washings two days per week, and Mrs. McFarland, who recently gave money for coal, is arranging for her to have some sewing.

Jan. 20, '10. Central Office asks to have weekly school reports used on case, Dist. Secty. having neglected to arrange this after School  
1770 Children's Scholarship was stopped.

Mar. 24, '10. Summary of material relief estimated as \$833.25. Forms of relief: Groceries, \$294; shoes, \$10; coal, \$35.25; cash, \$487; sewing machine, \$7. Sources of relief: Woman's relatives, \$132; church, \$324; individuals we have interested, \$71.75; other private charities, \$94; Coal Fund, \$10.50, and General Fund, \$1.

July 27, '10. F. V. telephones that Mrs. Dornan thinks the year for which the pension was granted is about up now. She very much hopes it can be extended for another year. She and Agnes cannot earn enough to supply all their needs comfortably. F. V. advised continuing  
1780 it. Possibly by another year one of the boys will be in Ellis School, for which application has been made, and also Agnes will be older and earning more. F. V. has promised to take the children to the Zoo, which she will do this week.

[The continuation of this record is omitted for lack of space. The District Conference voted to renew the pension for another year provided Mrs. Dornan would send Charles to the Ellis School, but the Church objected to this suggestion and began to relieve again. The C. O. S. still urged the School without success. The friendly visitor continued to see the family often until her death in 1911, after which time the  
1790 C. O. S. ceased to visit.]

## CASE IX

### THE WIDOW CONROY

[In June, 1910, before the husband's death from tuberculosis, this family was found in wretched quarters, the man, woman, and three of the children sleeping in one bed in a room with one window. Mr. Conroy's employers, a gas company, reported that he had worked faithfully for twelve years, earning from \$12 to \$13 a week. Mrs. Conroy's sister-in-law spoke well of the man, was a little reserved about the woman, but said that any woman would be slipshod and discouraged with a dying husband, a three-months'-old baby, and six other children. In spite of slackness, she thought her a good, careful mother. Follow-  
1800 ing these two outside inquiries, the man was sent by the district committee to a hospital, and Anna's earnings of \$6.80 a week at a razor factory were supplemented by \$5 a week from the church, a relief society and individuals. The family were removed from a tenement containing two dark rooms to one of four light rooms, and new bedding was provided. Mr. Conroy died in December, 1910, and, against the advice of the C. O. S., \$115 of the \$175 received from insurance was spent on the funeral.]

CONDENSED SUMMARY OF FACE CARD, March, 1911. Mary Conroy, 37, Irish. *Children*, Anna 19, Belinda 14, Chester 12, Delia 10,

1810 Elizabeth 8, Fannie 6, Grace 2. *Rent*, \$1.50 per week. *Relatives*, a brother of woman and the brother's wife, who is also cousin of the man. *Other references*, Church of the Crucifixion, razor factory at which Anna worked, Relief Society.

Mar. 8, '11. MRS. CONROY at office. Says that Chester is out of school and needs shoes very badly. Anna is still working at the Pont Razor Factory earning \$6.80 a week. Is receiving \$2 a week aid from the Catholic church and \$2 groceries from the Relief Society. Does not see how she can get along without the \$2 in cash which the Relief Society formerly gave her, as all the money from her husband's  
1820 life insurance is spent.

Mar. 10, '11. Conference votes to ask Relief Society for shoes for Chester, and to bring the matter of the continuance of the \$2 a week cash from the Relief Society before the Conference next week.

Later, Dist. Secty. telephoned Mr. Ford of Relief Society, who says he will give the shoes for Chester so that he can return to school on the 13th.

Mar. 15, '11. Conference voted to ask Relief Society to give \$2 a week extra beside the groceries, and to find visitor.

April 1, '11. The RELIEF SOCIETY reports that woman calls at  
1830 their office and was given order of groceries and cash. Said she was earning nothing, although from a reliable neighbor agent learns that she is taking in a little washing. Also learns that she has recently bought a rug on instalments. Mrs. Conroy says that Anna is earning \$7.40 and that the church has reduced its allowance to \$1.50 a week. The Paterson Relief Fund is giving coal.

Apr. 26, '11. MRS. WILLIAM R. SHEATZ, 183 Forest Road, Brookville, appointed friendly visitor.

June 26, '11. RELIEF SOCIETY reports that Belinda has found work as cash girl in William Pond Co. at \$3 a week. The question of  
1840 continuing the present amount of aid will be reconsidered.

June, '11. MRS. WILLIAM R. SHEATZ, 183 Forest Road, Brookville, is ill and cannot visit.

July 5, '11. Found eldest daughter was at home for afternoon, as her work had closed for the day because of the heat. A man was sweeping the kitchen floor who Mrs. Conroy said was her brother. Did not live with her but had just stepped in. Belinda is earning \$3 a week. Is buying a few dresses, as it is necessary for her to have them in order to retain her place. Mrs. C. is not doing any work. Said that the girls would not get full pay this week on account of July 4th,  
1850 and she felt that she would have to have some aid this week, but is willing to try to get along without \$2 in cash after Saturday the 8th. Thinks she can manage to live on what the two girls bring in. Re-

marked that she had never worked when she was a girl and it was too late to begin now.

July 8, '11. RELIEF SOCIETY reports that Mrs. Conroy called at the office and asked groceries and cash. Says that the oldest girl is about to take two weeks' vacation, and also fears that work will be unsteady during the summer, as it usually is at this time of the year. Agent gave order of cash in addition to groceries, and reports case back to C. O. S. for consideration. C. O. S. thinks best to continue cash for present.

Sept. 23, '11. RELIEF SOCIETY reports that Belinda came to office and asked order of groceries. Said her mother's ankle is not well enough for her to come herself to office. B. says that on account of staying at home during her mother's illness she lost her place with Pond Company.

Oct. 2, '11. MRS. CHARLES ROWLAND, 123 West St., East X—, appointed friendly visitor.

Oct. 3, '11. F. V. reports: "I visited Mrs. Mary Conroy, 55 North Street. Found Mrs. Conroy and the four youngest children at home. Mrs. Conroy is just out of the hospital; foot and leg bandaged, and walking with crutches. Belinda has been home two weeks without pay, to take care of the children while mother was away; now back at work. Anna working regularly. One of the younger children quite poorly with a bad arm which had lately been vaccinated. Children somewhat dirty and mother very slack in appearance. Rooms in fair condition. Mrs. Conroy has not seen her brother since she went to the hospital. All the children seem poorly nourished to me. On account of the loss of Belinda's money, things are hard with her just now, to use Mrs. Conroy's own expression."

Oct. 16, '11. F. V. reports: "Found Mrs. Conroy and the two younger children at home. Mrs. C. is walking without crutches but still very lame. She was just finishing washing the kitchen floor and had five loaves of fresh bread baking. Belinda and Anna are both at work. Belinda, in order not to wait for her week to begin when she went back to work, as soon as her mother came out of the hospital got a position as cash girl at Smith and Porter's instead of waiting for the one at Wm. Pond Co. The little one that had just been vaccinated on my last visit was back in school. Mrs. Conroy is not neat in her appearance, but I think it is partly a matter of education. She gives all the younger children baths, once or twice a week, and often changes their dresses, but neither mother nor children know how to keep clean. Mrs. C. spoke of the time when all the children could go to school and she could work at least part of the time. I like the way Mrs. C. speaks about the older girls. She says they are 'so good' to her and the little ones."

Oct. 20, '11. RELIEF SOCIETY agent reports, called at the Pont Razor works and was told that for the past five weeks Anna has been

earning \$8 a week. Agent made this investigation, as, from woman's statement, he figures present income of family as \$16, which does not agree with that of the C. O. S. friendly visitor. Mrs. C. told her that  
1900 Anna earned \$6.60.

Oct. 24, '11. F. V. called. Found Chester as well as the younger children at home. House fearfully dirty. Mrs. Conroy seems to know that things are worse than they need be, but is not willing to make the effort to keep things clean. However, she always promises to make an effort by next time.

Oct. 26, '11. F. V. called. Found all the younger children at home. Mrs. Conroy lets the children stay home from school whenever they have any little ailment. Spoke about the family income, which is now \$16 a week, including aid and wages. Anna's wages are now \$8.

1910 Oct. 29, '11. F. V. reports that she has recently talked with Father Fitzpatrick, in whose parish Mrs. Conroy lives. He says that he has known Mrs. C. and her family for a long time, and he has never had any reason to think that Mrs. C. was not a good woman and mother. F. V. told him that for some time she had wondered why Mrs. C. was so slack and not interested in keeping the home neater, and why she allowed the girls to buy showy clothes. Father Fitzpatrick has confidence in Mrs. C., but he will call and keep in mind what F. V. has said.

Later, F. V. called at Pont Razor Factory, where Anna is employed, and found that Anna is considered rather a delicate girl, probably from  
1920 lack of good home conditions and proper food. Mrs. C. is very slack and lazy, but she certainly loves her children and means well by them.

Oct. 30, '11. F. V. called. Mrs. Conroy spoke about moving. Found that she feels she cannot pay any more rent. In looking for tenement for Mrs. Porter [another family] have not found five light rooms anywhere for \$2. Visitor consulted with Conference about rooms, and it seemed better for the Conroys to move at any rate, as Mr. Ford, Relief Society, thinks neighborhood is bad in its influence on Mrs. C.

Dec. 4, '11. F. V. consulted Mr. Ford, who had not been able to find anything he thought suitable for the family.

1930 Jan. 5, '12. RELIEF SOCIETY reports: "Mr. Knowlton of Fox Button Co. informs agent that Belinda is now employed at his factory, thinks she has been working there about a month, is unable to tell agent what she earns as she has recently been put upon piece work."

Feb. 2, '12. RELIEF SOCIETY agent called in regard to furnishing a bed for the family. Matter of family's securing another tenement has been given up for the present, as, on account of the large family, agent is unable to secure a suitable tenement. Woman says she prefers a bed couch, as the extra sleeping accommodations will have to be in the front room, which the older girls use at times for their company.

1940 The room is small and would not hold a bed in addition to the furniture now in it.

Feb. 2, '12. F. V. reported that family are getting along quite well. Anna is earning \$8 a week and Belinda \$4 a week. Relief Society is giving \$2 in cash and \$2 in groceries. Both visitor and Mr. Ford tried to find better rooms, but were unable to find any better rooms than the family now have. F. V. says that Mrs. Conroy is keeping the house neater, and the only thing that is needed now is a bed so that Chester can sleep alone in the front room. Beside the front room, there are two sleeping rooms where Mrs. C. and the girls sleep.

1950 Feb. 5, '12. RELIEF SOCIETY agent consulted with Mrs. Rowland, who says she has talked the matter over to-day with Mrs. Conroy, and she thinks a bed couch would serve family better than an ordinary bed; asked Relief Society visitor to furnish same.

Feb. 14, '12. F. V. goes to see the family on an average once a week. Is rather discouraged because the children and home do not seem neater, yet Mrs. C. takes kindly to her advice and she hopes that in time she will learn to keep the home neater than she is doing now.

1960 Mar. 28, '12. F. V. reports that Anna is still earning \$8 a week at the Pont Razor Factory, and Belinda is earning \$5 a week at the Fox Button Co. Family income now is about \$17 a week. F. V. thinks that the two older girls, especially Anna, are very much inclined to spend their money rather foolishly, and what worries her especially is that Anna dresses fastidiously. Visitor has talked with Anna and Mrs. Conroy and tried to show them how much better it is for Anna to buy sensible clothes than to spend her money for showy things.

Apr. 1, '12. MR. FORD, Relief Society, asks that question of aid which they are sending family be reconsidered, as there is an income of \$17.

1970 Apr. 2, '12. Conference voted that as long as the income is \$17 Relief Society discontinue their \$2 in cash, continuing the \$2 in groceries. F. V. will notify the Conference if she thinks family need the additional aid.

May 3, '12. F. V. asks Dist. Secty. if she will not send names of the children for the Country Week. Later, Dist. Secty. sends names of Chester, Delia and Elizabeth.

1980 June 11, '12. MRS. CONROY at office asking for shoes for herself and Chester. Says that Anna is still earning \$8 a week at Pont Razor Factory and Belinda is earning \$5 at the button factory. Mrs. C. is getting along nicely, except that she finds it very hard to provide shoes for the children. Later, Dist. Secty. telephoned Relief Society, who say that they do not provide shoes for children during vacation time. Dist. Secty. will consult F. V. to see whether she wishes shoes supplied.

June 14, '12. Dist. Secty. telephones F. V., who says that she would like Mrs. Conroy to have shoes, as she knows that she needs them very much. Says she does not approve of Chester's going bare-foot but, as long as the other boys do it, she does not see how it will harm him.

June 15, '12. MR. FORD, Relief Society, says they will provide shoes for Mrs. Conroy.

1990 Oct. 1, '12. MR. FORD, Relief Society, reports that while in the vicinity of the Conroys' he noticed one of the little Conroy girls go into a saloon with a woman. He saw them come out with a can of beer and go to Mrs. C.'s house. As Mr. Ford recognized the woman as a friend of Mrs. C., he went to the house and rapped at the front door. There was no response, although he was positive that the people were there. He then went round to the back door, where he could look into the kitchen, and saw Mrs. Conroy and her friend drinking beer. He talked with Mrs. C., and she became very insolent and told him that she could get along without anyone's interference and without anyone's help. Mr. Ford feels that conditions in the family are not as they should be, and that Mrs. C.'s attitude is anything but what it ought to be. 2000 Dist. Secty. asks Mr. Ford to discontinue all help until after Dist. Secty. can talk with F. V.

Oct. 10, '12. Dist. Secty. talks with F. V., who says that she has felt for some time that things were not just as they ought to be in the Conroy family. She approves thoroughly of discontinuing the aid for the present. Will call and talk with Mrs. C. just as soon as possible.

Oct. 24, '12. F. V. telephones that she has been to call a number of times and has not been successful in getting in. She rapped on both the front and back doors and has felt positive that Mrs. Conroy was in the house, but no response was made. Visitor says that she has noticed 2010 some writing on the door in regard to the girls, and if this writing is true she feels that the moral welfare of the girls is seriously at stake. Understands that Chester is not at home and is very anxious to find out where he is, but as yet has been unsuccessful.

Oct. 24, '12. MR. POST of the Benjamin Franklin School reports that Chester has recently been sent to the Parental School for truancy.

Nov. 14, '12. F. V. reports she has made several attempts to call on family and each one has proved unsuccessful. At one of her visits she rapped and heard Mrs. Conroy inside say to one of the children, 2020 "If that is Mrs. Rowland, do not let her in." Visitor says she has not tried in any way to force herself, but has each time talked with the children who were playing around out of doors, and when she asked them if their mother was in, each one of them would reply, "No, she is not at home," although visitor knew that they were not telling the truth and had been told to say this by their mother. Will write Anna asking



her to come out to her house or to tell visitor where she can talk with her on Sunday, the 17th. She will give her two Sundays in which to plan a visit, and if F. V. is not successful in getting an approach into the family through Anna, she would like to talk with Conference and  
2030 see what they would advise, especially as she feels that in a family where there are so many girls there is a serious problem. Each time she has called she has noticed this writing on the door, which she feels is very indicative of actions that are not right.

Nov. 27, '12. F. V. telephones that she has written Anna, sending letter (with visitor's return address on outside) to the McIlvaine Confectionery Co. and enclosing a stamped addressed envelope, but as yet she has received no answer.

Dec. 3, '12. Conference votes that F. V. talk with Father Fitzpatrick and also with the school teachers of each of the children, in order  
2040 to see how regularly the children are attending school and if they can show that they are receiving good care and discipline; but no aid to be given until Mrs. Conroy shows a different spirit.

Dec. 5, '12. F. V. telephones that she has received a letter from Anna this morning telling her that she had been unable to go to see her on either the 17th or the 24th, but that she would be very glad indeed to come to her home this Sunday (8th). Says the letter was extremely friendly, and she has made up her mind not to talk with the priest or the school teachers until after she has had a good frank talk with Anna.

Dec. 12, '12. Conference votes: Family be left in charge of visitor.  
2050 Visitor to carry out Conference vote of Dec. 3d in whatever way she thinks best.

Dec. 17, '12. F. V. reports that she had a fine talk with Anna, but she seems to know very little about the family situation. She seemed a little surprised when visitor told her that she had been unable to get in the house on several occasions. Anna looks very delicate and says that for some time she has been taking eggs and milk, and the factory physician told her she must. Visitor will call and talk with this physician, and Anna has promised F. V. that she will tell her mother that  
2060 visitor is worried about her health, and see if her mother will not be willing to talk with F. V. about it. Visitor told Anna that as yet the children's names have not been sent to the Country Week Christmas festival, as she had no chance to talk with Mrs. C. about them.

Dec. 19, '12. F. V. telephones that she has received a letter from Mrs. C. asking that the children be allowed to go to the Christmas festival, but no mention of visitor's calling or of Anna's health is made. Visitor does not want the children to go to the festival at this time.

# Charity Organization Institute

CONDUCTED BY THE STAFF OF THE CHARITY  
ORGANIZATION DEPARTMENT OF THE RUSSELL  
SAGE FOUNDATION, WITH THE ASSISTANCE OF  
MR. FRANCIS H. McLEAN, GENERAL SECRETARY OF  
THE AMERICAN ASSOCIATION FOR ORGANIZING  
CHARITY.

---

Session of May, 1913

---

**T**HE FOURTH INSTITUTE will be held in New York City during the four weeks beginning May 1, 1913. Membership is limited to executives and case workers in charity organization societies. No further printed announcement will be made of this opportunity for normal training. Those who are thinking of applying should send for blank forms at once and return them without delay, as only a limited number of members can be received and it has not been possible for the last two years to admit all who have applied.

There will be no fee ; admission will be by invitation, issued early in April. Accepted candidates will be asked to do some work in preparation. At least \$10 a week should be allowed for board and other necessary expenses in New York City.

---

FOR BLANK FORMS, ADDRESS  
THE CHARITY ORGANIZATION  
DEPARTMENT  
Room 613, 105 East 22d Street  
NEW YORK CITY



# CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF  
CHARITY ORGANIZATION SOCIETIES BY THE  
CHARITY ORGANIZATION DEPARTMENT

OF THE

RUSSELL SAGE FOUNDATION, ROOM 613, 105 E. 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR

FRED S. HALL, ASSO. DIRECTOR

MISS M. F. BYINGTON, ASSO. DIRECTOR

VOL. IV.  
(NEW SERIES)

MARCH, 1913

No. 4

## THE A B C OF LETTER APPEALS

By J. BYRON DEACON

General Secretary of the Associated Charities of Pittsburgh\*

THE letter of appeal is perhaps the most widely used and important means of securing contributions for charitable work. Other means are personal solicitation and advertisements in newspapers and magazines. This article will be limited to a consideration of the letter of appeal, and those elements of appeal letter-writing will be discussed which have common application and value in almost any line of social effort.

The extent to which the letter is nowadays used to get business, to raise funds or to mould opinion is almost incredible. Anything is an excuse for circularizing a presumably interested public. The registration of a birth brings down upon the unsuspecting parents a veritable deluge of letters, each lauding a particular brand of infant food. The market for anything from teething-rings to tomb-stones is assiduously cultivated by letter. A corollary of this is that the person who seeks by means of letters to finance a social service enterprise must face competition. This competition is not only with other social agencies but with business agencies also. The estimated weekly output of facsimile typed

\* The substance of a lecture delivered in the New York School of Philanthropy.

letters in New York City is 4,000,000. To my knowledge the average weekly output of one large firm is 840,000. Relatively the same thing is occurring in other cities.

Commercial letter campaigning is directed by trained, high-salaried men. It proceeds from well-formulated principles. It pays. The business letter campaign, broadly speaking, is conducted to market a commodity. It bases the appeal in its letters on the recipient's sense of personal advantage, his desire for gain. The charitable letter campaign usually has for its object the raising of funds. It bases the appeal in its letters on the recipient's sense of sympathy, altruism, brotherhood, social responsibility. To the extent that these latter attributes are less developed than the desire for personal advantage, will the obstacles which we have to surmount be greater than the obstacles to be overcome by the commercial letter writer. Ours will be a losing competition if our campaigns are not at least as carefully planned and our letters as able, convincing and magnetic.

#### PREPARING FOR THE LETTER

The best preparation for a letter, needless to say, is a live organization doing a necessary work effectively. This is the source of subject matter. Another excellent preparation is an organization backed by men and women who have the respect and confidence of the community. Given these, let us proceed to discuss the technique of a letter campaign.

The first step is to build a mailing list. Too careful attention cannot be paid to this. A good beginning is to take the names of contributors to other philanthropies. Of those persons we at least know that they have contributed for charitable work. Other name sources are business and social directories, club rosters, telephone books, commercial rating books, taxpayers' lists, and the society news columns of the daily papers. On a map of your city, outline the residential districts and, using any general name source such as a directory, select those names with addresses within the desired area. The proportion of responses to letters issued to a general list is perhaps seldom greater than one out of twenty. Therefore, if it is desired to double a contributors' list of one thousand names, it will very likely be necessary to circularize at least twenty thousand names. Democratize the mailing list, *i.e.*, be sure that it contains a strong infusion of names of those who do not give to other charities. Obviously, if each charity used all the names and only the names of those who are giving to other charities, the number of those contributing to a community's philanthropies would steadily decline. All names added to a mailing list should of course first be compared with the contributors' list to eliminate duplicates. A word of caution: It is well not to include the names of two persons in one family living at the same address. This frequently results in identical form letters being received simultaneously, which naturally weakens the appeal.

The matter of stationery is important. It should be of good quality

but not expensive. Don't put too much printing on the letterhead. A society's regular letterhead is frequently unsuited for appeal letters; it is often wise to utilize specially printed stationery for the purpose. The officers' names should of course appear, especially the treasurer's, but it is not always necessary to include on special stationery the names of the directors or trustees. How checks should be drawn and to whom sent should be clearly indicated, perhaps on the letterhead; if not, then on a subscription blank. Subscription blanks are very extensively used as enclosures, as are also self-addressed return envelopes. It is almost always inadvisable to put a postage stamp on a return envelope. In size, color and grade of paper used, and in typographical effect, these enclosures should harmonize with the other parts of the appeal.

#### PREPARING THE LETTER

Just as an effective organization doing a necessary work is a prime requisite in preparing for a letter campaign, so is a comprehensive and intimate knowledge of the work of that organization and its relation to its clients and to other social resources of the community requisite on the part of the person who prepares the letter. Not theories, or sentimentalities, or impressions, but *facts*, should be the basis of a letter. The acid test of a good letter writer is the ability to interpret facts and to popularize this interpretation. Letter writers need to put themselves in the place of the reader. It takes imagination, however, to do that, and without imagination an effective letter cannot be written.

A letter should actually represent, or create the illusion of, personal attention by the writer to the one addressed. The points made must intersect the line of the recipient's interest. They must catch him where he lives, must bridge the chasm between us and him, if he is to produce what we solicit.

The following outline, analyzing the letter and indicating the object of each part and method of attaining that object, will perhaps be suggestive:

<i>Part</i>	<i>Object</i>	<i>Method</i>
Introduction	To attract attention	Make it eye-catching, tactful, persuasive. Talk right at the recipient. Tell him why you write. Convince him that you have a claim to his attention.
Body	To arouse interest	Present your facts. Tell your story. Make your argument. Be definite. Be as concise as is compatible with the presentation of essential facts. Hit hard. Show cause.
Conclusion	To assure action	Definitely, tactfully ask for what you want. Give the reader a vision of an open check-book, magnetize his signature to the check.

The opening sentence of a letter is vitally important. It determines whether or not the rest of the letter will get a reading. It is here

that we must make our contact with the reader if a contact is to be made. It is the cause of more slips, prejudice and irritation than all the other sentences in a letter combined. This is an illustration. In a tremendous effort to achieve a striking introduction the writer of a letter issued by a business house perpetrated the following:

"You will never know what real cleanliness is until you use a —"

Another, from a C. O. S. appeal:

"You are too busy to extend a helping hand —"

How do we know the reader is too busy? If he happens to be extending a helping hand he has convicted us of ignorance of the part he is playing in social service. And if he isn't, he will resent the assertion as an impertinence.

Good taste can be violated both in the appearance of a letter and in the subject matter. A multicolored, copiously underscored, phrase-capitalized letter is tawdry, ineffective. It is obviously destructive of the personal attention illusion. It has the earmark of a form letter. Automobile owners in a certain city recently received a black-bordered envelope addressed in a feminine hand, sent as first-class mail matter. It bore every evidence of containing a personal message of bereavement. Inside was a card headed, "New Prices on Tires." One of those who received this letter wrote the following scathing but apt reply:

"I want to assure you that I would never under any circumstances purchase one dollar's worth of supplies from a concern which could so far forget the decencies of life as to utilize the most solemn thing in life—and that is the coming of death—as a cover for an advertisement."

The letter should be no abject appeal (to all intents analogous to that of a street beggar) but should assume, with dignity, that its content is worthy of the intelligent consideration of the reader. No social worker would be guilty intentionally of incorporating in a letter misstatements or half-truths respecting his work, but it is amazing how many misstatements and half-truths are to be found in the letters of appeal of charitable organizations. Avoid all ambiguity as to the purpose for which the solicited funds will be used. Beware of inferentially disparaging the work of other agencies. It should be a matter of principle to aim the appeal at the intelligence and not at the emotions of the prospective giver. There is nothing so unethical, and withal so common, as appealing which panders to a debauch of the emotions.

It is the experience of most letter writers, perhaps, that the effectiveness of a letter is in inverse ratio to its length. And since the compass of a short letter is usually insufficient for presentation of all the data which it is desirable to place before the reader, a *printed circular* is often used as a means of *amplifying arguments* introduced in a brief way in the letter. Strike the keynote in the letter; expand the argu-

ment or introduce supplemental data in the circular. Or, in the letter let us outline our claim to the attention, interest and support of the recipient, and in the circular describe our service to the community. Circulars, like letters, should not be too long. It isn't necessary to present all the facts about one's work in either circular or letter. What has been said regarding the development of the letter is almost as applicable to the writing of the circular. As the circular should harmonize with the other constituent parts of a letter in appearance, so should it also as to the style in which it is written.

Follow-up letters are sent at intervals after the initial appeal to those who have not responded to the first solicitation. For years commercial agencies depending upon letters to market their output have used the follow-up system. That it is profitable is indicated by the fact that it continues in use. To a much lesser degree is the follow-up used by social agencies in their campaign to extend financial support. It is, however, equally applicable, and where used it has frequently proved as successful as in commercial lines. Follow-up letters should be issued at intervals of from a week to a month. Persistent following up is attended by this danger, that the repeated attempts to induce interest often operate to create irritation, resentment and prejudice. Persons dislike exceedingly to be dunned as though they owed a bill. If the following suggestions are borne in mind the danger of offending will be reduced: Vary the successive letters, that is, present the work and the claim to the reader's support from different angles; don't always refer to previous letters; don't suggest that former letters may have miscarried—we know they have not or they would have been returned to us.

#### AFTER-CARE OF CONTRIBUTORS

After this elaborate preparation—these deep-laid plots to tempt men and women to part with hard-earned dollars—it is fair to assume that some measure of success has been achieved. What shall be done with a contributor? What treatment shall he be accorded in order to nurture that fragile, uncertain thing, the initial gift, until it grows into that most desirable possession, a regular contribution? First, immediately upon receipt of the gift, make a courteous acknowledgment. Don't merely enclose a form receipt, but send a typewritten, personally signed letter. Then leave the contributor alone for a twelve-month, so far as appeals are concerned. An accounting of our use of his gift is due him. He should find this in our annual report. In addition to this, it is well to write to each subscriber at least once a year, telling him informally of some particularly striking or typical accomplishment, of a kind which we have reason to believe will especially interest him, but without suggesting the matter of contributions. In the month in which the preceding contribution was made, one year later, write the donor, giving him an opportunity to renew his gift. Let it be known that a continuance of his support is earnestly desired, but do not indicate that it is our right to ask or his duty to give. A charitable gift, under

ordinary circumstances, carries with it no obligation to continue the gift from year to year. It is not a debt.

When a subscriber fails to renew his gift, when he does not respond to a first request, should he be dropped from our lists? Decidedly not. If it pays to follow up those who have never given, it pays ten times as much to follow up the lapsed contributor. What has been said about drafting follow-up letters in general applies here. Reference should be made, usually, to previous gifts and it should be indicated that the obligations assumed by our agency each year are based upon the expectation of the continued support of contributors. Do everything possible in letters to delinquents to make them feel that they have had a real part, through their gifts, in the work which has been accomplished.

#### SPECIAL CASE APPEALS

This phase of appeal letter writing has to do particularly with C. O. S. work. The object of a special case appeal is to obtain funds for exclusive use in connection with the treatment of a particular family. Just a few suggestions respecting the preparation of such letters:

1. Describe *the* family, not *a* family.
2. Tell the circumstances which led to its dependency.
3. State your plan of rehabilitation.
4. Indicate very specifically the part you wish the reader to play in putting that plan into effect.

Do not put into the letter any information which will identify the family. Do not sentimentalize.

---

## PUBLICITY IN SOCIAL WORK

By T. J. EDMONDS

Secretary of the Associated Charities of Cincinnati

**F**OLLOWING the newspaper man's custom of beginning a story with his latest information or with the most important conclusion that he has drawn, I want to present this golden rule of dealing with newspaper folks: Treat them as you wish to be treated.

It is not generally admitted, but it is nevertheless true, that newspaper people are human beings just like everybody else. They are just as human, just as honest, just as kind. They are popularly accredited with certain faults merely because the necessities of the game in which they are engaged force these qualities upon them. The journalist is, as a class, of a pretty high type. He would rather see the good win than the bad. He is interested in humanity—he cannot help being so, as his work takes him close to the throbbing heart of humanity and he sees real life as it is.

It is popularly supposed that a "reporter can never be trusted."



Can you be trusted? Well, try the newspaper man. Reporters have come to me hot on the trail of a sensation which should be suppressed. I have taken them into my confidence and told them the whole story as man to man. Then I credited their intelligence by explaining what harm its publication would do, and their honor by stating that I had spoken to them in the strictest confidence. Always but once it has worked. The reporter who broke faith was reprimanded by the editor, who knew us as a good source of news and as helpful friends.

A good deal may be learned about publicity from the art of writing head-lines. A telegraph editor will tell you that there are several different schools of head-line writers. The *Cincinnati Enquirer*, for instance, is peculiar in its head-line style; it starts with a single word or phrase, generally a catchy word and oftentimes slang, and strings out a sentence beginning with that word through a series of head-lines. The more conservative school writes head-lines in banks, making each head-line a complete statement in itself. With them it is bad form to run over from one head-line to another. In the first head-line they state the gist of the article, and their object is to give the news at a glance. Another school will pick out the most sensational feature of the article for the first head-line. Still another school will write a head-line which in its phraseology, its ambiguity, or its peculiarity of some sort catches the eye of the reader, stimulates his curiosity, and forces him to read the article to find out what it is all about.

These three different plans of advertising may be carried out by the publicity agent of a social organization. He can be very brief, and state his entire case in very concise form in his opening sentence; or he may open with some startling fact on some phase of the work he intends to present; or he may begin by saying something which merely arouses curiosity.

There are several different kinds of articles which a social worker with a journalistic instinct will find it possible to get into the newspapers. The first class may be called "real news." For instance, it is a piece of real news from the reporter's standpoint when there is a wrangle in the board, when the general secretary gets fired, when some official of the society makes an indiscreet statement, etc. An annual meeting, if some celebrated speaker comes to the city, the employment of some new official, and the like, may be real news of a less objectionable character. When a cold spell comes, the large increase in the number of applications makes a good part of the weather story of which a certain type of newspaper is very fond. Papers which champion the cause of the out-of-office party regard all poverty news from a different angle from that of the administration journals. An example of this occurred in Cincinnati recently. An appeal was issued in the form of "want ads" telling briefly the conditions in various families and stating the amount of money needed to carry on constructive work in each. This appeal was immediately heralded in a four-column article on the first page of an anti-Taft paper as a refutation of the arguments advanced by the local "Prosperity League."

This was not done with a malicious intent to injure the society. A few days later, an officer of the society had occasion to talk with the reporter who wrote the article. He told him that although the article had done considerable harm, yet he and the members of the board were not "sore" about it, but were merely sorry. He explained how the harm had been done. The reporter stated that he never dreamed that any harm would come thereby, was profuse in his regrets, and said that he would consult the society before giving any political color to anything in the future. That he was sincere in this was proven by several good turns which he did us since that time.

We have found in Cincinnati that reports of the previous month's business, both financial and statistical, are very readily used as news stories, especially if they are given out as advance reports to be presented at a board meeting the following day. A newspaper is always anxious to get news in advance, because news ceases to be news almost immediately after it happens. A certain type of paper which appeals to women readers, or which plays upon the sensational, will readily accept stories which draw a graphic picture of pitiful conditions and are calculated to work upon the sympathies. Papers are very reluctant to take these without names, but they will very often do so if the story has sufficient interest in itself and if the society has sufficient influence. It is not at all a difficult matter to make a reporter grasp the point that he should not substitute fictitious names and street addresses. We merely explain that some reader who may be interested in the family upon inquiry may find out that a fictitious name and address have been given, and that this is likely to reflect discreditably both upon the society and upon the newspapers.

"Time copy" is one of the best forms of publicity. Time copy means material of vital interest, well written, which can be published at any time, and which seems to be fresh news whenever published. A story showing the evils of street begging, an article on some especially interesting feature of the society's work such as the Provident Savings Fund or visiting housekeeper, a discussion of food schedules and the cost of living—all of these make good time copy and look to the reader brand new. No matter how old news is, it is always considered in the journalistic world fresh, good news if nobody has published it before. It is a good idea to keep an interesting time-copy article written in breezy journalistic style hanging on the hook all the time at each of the newspaper offices.

An enlargement of the time-copy idea is the "feature article." A feature article is a rather detailed description of some standing feature of the work, or of the institution as a whole. This should be accompanied by photographs. It makes excellent material for a half page or full page in the Sunday edition. It requires considerable influence with the editor or some little journalistic ability to put a feature article across.

Pictures are always good news from the newspaper standpoint.

As a way to attract attention, every newspaper man knows that a picture possesses greater value than any other form of advertising. The hasty reader will look at a picture and then look to see what explanation is under it more quickly than he will read a double-column head-line.

As the best system of newspaper publicity we would recommend reports and time copy. The Cincinnati Associated Charities gets into the newspapers every month reports of the volume of work done in the previous month, the various classes of cases handled, the causes of distress and other interesting comments on the work and on the poverty situation in general—all of this given news value by the statement that these are advance abstracts from reports to be submitted at the next board meeting. At odd times throughout the month we publish little articles about some special phase of the work or some interesting development. We have found it comparatively easy to get time copy of the nature above described into the papers.

Formerly we found it necessary in order to get it in to give most of our news of this sort to one paper and tell them it was exclusive. At present, however, we send duplicate copies of our monthly reports to all four of the leading papers, and usually find the matter published in at least three of them, although two papers come out in the morning and two follow in the evening, and although an evening paper is much averse to using material which has already appeared in the morning paper and which is, therefore, stale news. The time copy and the other little items we usually give exclusively to one paper at a time.

It is very often a hard matter for the head of an organization to keep his name out of the papers as much as he would like. It is good policy to get the name of the society into the papers as often as possible in a perfectly dignified way, but it is equally good policy to keep the name of the individual out. Other social workers get sore, and even contributors, although they do not read the papers so carefully, begin to think that he is a personal publicity seeker. The difficulty in suppressing one's name lies in the fact that it is the rule of the newspaper world that an article handed in by a reporter, to possess any value, must have a name attached. However, through personal acquaintance with the newspaper people one can effect the somewhat remarkable achievement of even getting interviews into the paper verbatim attributed to "one of the workers of the Associated Charities."

A great many things depend upon personal acquaintance with the newspaper people. When you first enter the work, it is a good plan to introduce yourself to the city editor. He is the most important man to you. Then get acquainted with some of the best reporters. You will find that a personal acquaintance with editorial writers will give you an occasional good editorial—and editorial comment is always exceedingly valuable.

You must also get acquainted with the nature of the paper. There are three things to consider in this; the paper's standpoint, the standpoint of the public, and the time when the paper is issued.

First, the paper's standpoint: A paper like the *Times-Star*, which is owned by the brother of ex-President Taft, was of course an administration paper before March 4th. I remember once taking an article to a reporter on the *Times-Star*, who read the first sentence and immediately said, "You will never get that into this paper!" "Why?" I said. "Why, that is a panic story." There is always a conservative paper in the city and it will be comparatively easy to get articles of a conservative nature into it. This is the type of paper to which the social worker should turn his particular attention. The readers, whoever they are, are likely to have more faith in the veracity of a conservative paper. People read a radical or yellow paper because it is interesting and not because they believe in it—for the same reason that they read modern fiction. Then there is always a paper which is opposing the local city administration. You cannot "get by" with anything complimentary to the *status quo* in such a paper, while an attack on existing conditions is avariciously seized upon. Then there is the paper which carries a woman's page, and which "eats up" articles about the work of your visiting housekeeper and articles on the wages of women and the living conditions affecting widows and children. There is the big paper and the little paper. One will take fairly long articles and the other will squeeze your articles into tabloid form. It is a good idea when taking news to the latter sort of paper to do your squeezing beforehand.

From the standpoint of the public, three things must be considered: the number of readers, the class of readers, and the reputation of the paper with the readers. These points need little comment. Articles which show your volume of work or your financial needs should be concentrated upon the paper which reaches not necessarily the largest number of readers but the best class of readers. This paper probably is the one which has the best reputation also. It very frequently happens that the paper with the biggest circulation is not of much value to the social worker, as it reaches applicants rather than contributors.

The time when the paper comes out should be a matter of study to the social worker. A morning paper goes to the press between two and three o'clock in the morning. It is advisable to take articles to such a paper about four or five o'clock in the afternoon, although it is comparatively easy to get the matter in if taken as late as eight or nine o'clock at night. The evening paper is of course published in successive spasms beginning about nine or ten o'clock in the morning and continuing up to four o'clock in the afternoon, at which time the so-called late night edition comes out. Material must be taken to evening papers between eight and nine o'clock in the morning if one wants to make sure that it will get in. Occasionally an article telephoned in as late as eleven is boiled down and "gets by" in some form or another.

A good deal of one's success in getting the right kind of material into papers and keeping objectionable material out depends upon personal acquaintance with newspaper men. Here are some rules which obtain and retain your pull with the newspapers:

First: Write all your articles yourself, unless they are very small items which can be telephoned in and which you can afford to see mingled. Be especially careful to write interviews yourself. Do not give interviews over the telephone, unless you are thoroughly sure that your reporter understands your attitude and will put your thoughts into his words without any loss or distortion.

Second: Keep your name out of the paper as much as possible and get the name of the society in as much as possible. If the paper insists upon a name, make somebody around the office who is not a public target stand sponsor—an agent, a registrar, a visiting housekeeper. On the other hand, keep the society before the public, not in a sensational way, but in such a way as to show that some real service is being done for those in distress and for the community all the time.

Third: It is very unwise to give interviews on subjects not relating to your business. I make it a rule never to make any statement on extra-curriculum subjects, such as the Titanic disaster, why bachelors do not marry, etc. By all means keep as tight a grip as possible on your photograph.

Fourth: A splendid way of gaining influence with the newspapers is to show city editors that you are really grateful to them and are willing to do them favors. When some news story not relating to your own business comes under your notice, call up the city editor and give him a "tip," telling him, of course, to suppress the source of his information. Give this tip to only one editor at a time so that he will be able to get a scoop on it, and make him understand that he is getting the scoop. It is understood that you should not give tips on any information the publication of which would be harmful to someone else or to some other organization. There are very often perfectly harmless incidents that come under your special notice which you can put the editor next to.

Fifth: You will find that the city editor and his reporters will occasionally ask you for certain information. Always be ready to find it for them if you cannot give it off-hand, and try to give them more than they ask for. Write them a personal note occasionally when they have done something particularly handsome for you, and thank them briefly. Of course, when you thank them, mean it.

Sixth: Give them scoops on your own news and let them understand that these particular items are exclusive. There is one paper in Cincinnati which is particularly hard to get news into but which is read by business men. Into this newspaper we get each year a verbatim copy of an article which we have prepared, containing advance information on our annual report, and presenting as we wish them presented the salient facts of our work for the fiscal year. This is given to the city editor with the understanding that it is exclusive and on condition that he will publish it in full without change. This is the most valuable piece of advertising which we obtain in the course of the whole year.

Seventh: Be punctilious in carrying out your promises. Just a few

days ago we gave one paper an exclusive article on the revision of our food schedule. I discovered a couple of hours later that the same information had leaked out and was likely to get into the rival paper. I called up the first paper and stated this fact to them, advising them to use the article the same day. They did so and thus anticipated the other paper, which held it over until the following day.

It is often advisable but sometimes inconvenient, when giving some item of news to several papers simultaneously, to write the articles in different style. The editor feels a little better when he sees an item covering the same topic as that contained in another paper written in an entirely different manner. We do not find it necessary, however, to do this in the case of monthly reports and like items.

We have said that it is advisable to write your own articles. You may reply, "I am not a newspaper man and do not know how to write news articles." If you have a little versatility, or if you lack versatility and possess industry and have not forgotten from your school days the art of studying, you can learn how to write articles which will be just as acceptable to the newspapers as any their reporters write. Take each newspaper; study it well and note all the points we have mentioned above. See how its news articles are constructed. Study particularly its telegraph articles (news from outside of the city). These articles are written by expert journalists who have worked themselves up from positions as local reporters to responsible posts as correspondents for the large press associations. Note how, in the opening paragraph, frequently in an inverted sentence, they embody the vital fact of their whole article. Observe the curious way in which many articles start at the rear, from a narrative standpoint, and taper off to the beginning, unravelling the facts very much like a detective who works on a case, or, to put it more concretely, very much as a good case worker unfolds the history of a family. Study the style; study the facts which are considered news.

Never make the mistake of thinking that anything argumentative or didactic will be accepted as news. You cannot make a speech or deliver a class-room lecture through newspapers. You must be brief. If you have descriptive facts to present, convert them into the narrative form.

Follow the plan of Queed in Harrison's novel of that name in learning how to write something which the people will read. You need only as many text-books as there are newspapers in your town. But your job will be harder than Queed's. He had only one style to learn; you may have to master a half-dozen. But you can beat Queed to it, because you are to some extent human and versatile to start with—else you would not be in social work.



# CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF  
CHARITY ORGANIZATION SOCIETIES BY THE  
CHARITY ORGANIZATION DEPARTMENT

OF THE

RUSSELL SAGE FOUNDATION, ROOM 613, 105 E. 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR

FRED S. HALL, ASSO. DIRECTOR

MISS M. F. BYINGTON, ASSO. DIRECTOR

VOL. IV.  
(NEW SERIES)

APRIL—MAY, 1913

Nos. 5 & 6

## SPECIAL NUMBER ON THE TRAINING OF PAID WORKERS

### CONTENTS

	PAGE
TRAINING IN CASE WORK .....	82
Margaret F. Byington	
THE TRAINING CLASS FOR NEW WORKERS .....	95
Porter R. Lee	
AN OUTLINE FOR DISTRICT TRAINING .....	103
Johanne Bojesen	
ANOTHER OUTLINE FOR DISTRICT TRAINING .....	105
Theo Jacobs	
MEMORANDA OF A STUDENT .....	107

## TRAINING IN CASE WORK

MARGARET F. BYINGTON

**I**N a recent number of the *BULLETIN* emphasis was placed on the fact that if volunteer workers are trained they may be as valuable as paid workers. Perhaps it would not be untimely to query how far our paid workers are trained, and whether we do not too readily assume that they are. Dr. Cabot has said that the public demands that an expert be expert in something in particular. In what sense can our younger workers be considered experts, and in how far are we training them to become so?

Certainly the tasks that confront us are not to be undertaken without careful and thorough preparation. Mr. Abraham Flexner says, in pleading for the highest grade of medical education, "Between the young graduate in medicine and his ultimate responsibility—human life—nothing interposes." Each of our workers who visits a needy family touches thus immediately the moral and physical aspects of life. Yet many of us have been obliged to take responsible positions with little or no instruction in the principles, and no training in the art, of social work.

Moreover, it is the case worker who has the special opportunity of influencing directly the lives of the families coming to us for help, and who needs for this delicate task the best equipment we can give her. Her first-hand knowledge of the conditions influencing these families and of the effect of social betterment plans on conditions is our best source of stimulus for starting and guiding new activities. So that even the humblest worker on our staff should have that clearer vision of our aims, that ability to perform her immediate task more skilfully, which training alone can give.

### THE SIGNIFICANCE OF TRAINING

Training does not mean simply teaching the routine of our work; it means developing a mental attitude which will be of continuing service to the worker. As Mr. Flexner says of the medical student, "A professional habit definitely formed upon scientific method will convert every detail of his practising experience into an additional factor in his effective education." The worker who has not been taught to study the relation of details to principles, who has not had to think out the reason why she does a thing a given way, rarely acquires the habit of critical analysis of her work. To give this mental alertness along with knowledge of technique constitutes our problem.

Workers who think, who ask questions, who query the wisdom of our methods, are more bother and take more of our time, but it is they who will make the thoughtful and effective workers of the next decade. Be willing, therefore, to spend some time in talking over the principles back of our work as well as its details. Mrs. Bosanquet says in regard



to the new worker that we must restrain his enthusiasm for doing and overcome his reluctance to think; he will tend to work by dead rule instead of living principles if he has never had leisure to escape from details; he will not get a general outlook on the problem he is handling.

The instruction given in the schools of philanthropy is excellent preparation, but we cannot count on it for all our workers. Some training is certainly essential for all, however; it is not enough to take a new worker into our office and then assume that somehow or other, in the midst of a busy winter's work, she becomes "trained." There should be a period of consciously educational work in which the trainer aims to develop the worker rather than to get the work done. "The ideal to aim at is not to have the assistance of good workers in the office but to send them out adequately trained to cope with the problems that make even old and experienced workers quail." (*Charity Organization Review*, April, 1912. 205.)

Though the methods here suggested demand time and thought which some societies feel unable to give, they are perhaps worth keeping before us as an ideal. Miss Hardwick said of the volunteers that new workers among them are an investment into which societies must put some of their time and money, if our work is to become increasingly efficient. The trained paid worker is equally an investment, but if we must invest sparingly at first, a possible half-way measure is suggested by the Baltimore plan. Instead of attempting to give this special instruction to all its workers, the society has a scholarship fund which provides each year salaries for three workers in training, chosen from the assistants in the districts who show the greatest promise. Could not many societies have at least one scholarship, thus adding each year to their staff one carefully trained worker? Her influence would help to maintain high standards throughout the society, and would, moreover, keep clearly in mind the meaning of training and its value. The Baltimore plan has this advantage also, that the society gives this opportunity only to those who have already demonstrated their natural ability for our work. While the ideal is undoubtedly to train every new worker, this plan may be a necessary compromise, especially for those with a large staff.

The worker in training is not to be an assistant to do the work which at the moment the secretary wants to have done; she is a pupil to be given those tasks which will educate her in the principles and methods of our work, and she is not to be given so many that she will lose the educational value of each. The one who trains her should, moreover, be so far relieved of routine work as to be able to make the education of the new worker one of her chief concerns.

**THE CHOICE OF WORKERS.**—If we are to give so much time and thought to our new workers, it is an important economy to select them with great care. It is not easy to dogmatize about the basis for this choice. What we need is someone of all-round ability, with a clear, trained mind and with personal force. No one test, however, can be applied, certainly not the possession of a college degree or of a diploma

from a school of philanthropy, though both of these indicate a preliminary training which is in itself an asset. Nor is it, on the other hand, an immediately pleasing personality that most counts. We should make as careful a diagnosis of the character, the strength and the weakness of a worker as we do of the dependent family that comes to us for advice and help.

We should have a genuine knowledge of the applicant's life, including information from references as to her character and her record in school and in previous employments. The investigation should also include a personal conference; in fact, where possible, the applicant should meet separately several persons, the general or assistant secretary and one or two members of the board who are particularly skilful in understanding people. Some member of the board might invite her to her own home, where the applicant could be seen against a different background.

The process of training is certainly too costly in time and money to be offered to anyone until we have used every means to test her probable success as a worker. In Boston they sometimes ask a worker to give a week on trial without salary in order that they may have the advantage of seeing her at work. In Baltimore, they encourage young women, especially if they live in the city, to work as volunteers until the society has a vacancy for them, giving them thus a special opportunity to show their capabilities. Even where such plans are not feasible, there should certainly be an understanding that for the first month at least the new worker is on probation, and, for the first year, on trial.

**THE ESSENTIALS OF TRAINING.**—What elements should be included in this training of a new worker?

First, the technique of case work: How to investigate; how to plan treatment based on investigation; how to secure co-operation from other agencies and help from volunteers in carrying out our plan; how to write up the record of treatment—all of this can be secured only by actual experience under direction.

Second, knowledge of the fundamental principles that underlie our case work, to be given through case work itself, through reading, and in the study class for new workers.

Third, a background of intellectual understanding of social problems. This might include some elementary reading in social psychology and economics to show how complex are the factors involved in family problems and in community betterment. Students should also get some idea of the scope of social work as a whole, in order that they may be saved from narrowness.

Mr. Lee discusses elsewhere in this **BULLETIN** plans for study classes for new workers, their significance and usefulness. I confine myself, therefore, to training in case work, basing my suggestions largely upon those recently received from practical trainers in our charity organization societies. Genuine skill can be acquired only by doing case work under direction; in order, however, that the experience may be educational, four things are necessary: First, a well thought out scheme

of work, progressing from the most elementary tasks to full responsibility for a district; second, close supervision by the trainer of every bit of work done, and the utilization of this experience as a basis for teaching method; third, a strict limitation of the amount of work given the student, so that she may not be swamped by details but have leisure to think out processes and principles; fourth, an opportunity to work in several districts, so that she may achieve flexibility in method. The problem is to utilize the knowledge and experience of older workers and yet not crush the originality and vitality of our new recruits, for from them should come new ideas and fresh points of view in the carrying out of our daily routine.

The general plan, the logical progression in the tasks to be assigned the new worker, should be worked out at the start. In large cities, where the case work training is given in districts, the central supervisor of case work, in consultation with the district secretaries, may prepare an outline for all the districts. By following out these suggestions, each trainer will do more intelligent work, and will be able to plan her teaching as part of a continuous course for the pupil who goes to several districts. This system must not be too rigid, for the personalities of both the secretary and the new worker will necessitate modifications, but it will help to save us from a purely haphazard procedure. A simple outline worked out by Miss Jacobs of Baltimore, which the district secretaries there have found suggestive, is given on p. 105. The same end might be attained by preparing a list of the things that a person who has completed her training ought to know. Miss Bojesen's New York outline (p. 103) seems to carry out this idea more nearly. Either plan holds before the trainer an ideal of what she means to teach the new worker, and helps her to choose those tasks which will most directly further this end.

The methods of teaching will, of course, vary with the temperament of the student. At the one extreme is the cocksure beginner who must be made, through wise criticism, less confident of her own ability to handle a situation, less sure of her off-hand judgments. At the other extreme is the shy, sensitive worker, who must be encouraged to assume responsibility and have confidence in herself. Moreover, with all our drill in technique, we must never fail to give a sense of the fundamental purposes of our work, and a conception of the ideals that we are trying to express through our day-to-day activities.

#### THE TECHNIQUE OF CASE WORK

Suppose, then, that a young woman who has never done any practical social work is to begin her training in an office to-morrow morning. How shall she begin? She should be introduced as quickly as possible to our families, but this does not mean that she be sent to make a first investigation when she as yet knows nothing of its object, nor, on the other hand, that she be given just the pressing errands of the moment.

I should send her first to a family in which the investigation has been completed and for whom a number of services must be performed.

For instance, here is a crippled child to be placed in an institution, the mother having agreed to the plan. The new worker is first given the record to read,\* then goes to the home to arrange for the child's examination, takes him to the examining physician, secures the necessary papers for his commitment, buys some needed clothing, takes him to the institution, and then arranges for some needed medical care for the mother, or helps her to secure work, or does both. The worker thus begins her contact with poor families naturally. As she always reads the investigation before doing anything for the family, she gets a concrete idea of the relation of investigation to treatment. From the start she learns to think of treatment as a continuous process, as she could not if she simply went on unrelated errands about families whom she had never seen.

The new worker should also be given an opportunity to learn what organizations we depend on to help us in our work with individual families. She probably knows very little about the services rendered to their members by trades unions and benefit societies, or the insight into the problems of certain families which the St. Vincent de Paul Society can give us; or the different medical, legal, and religious organizations which can help the family in some one way. She can learn the difficult art of co-operation only by going to these organizations to talk over the problem of individual families. Before she goes, she should be asked to look up the agency in the directory or card catalogue of agencies, if there is one, and should tell the district secretary the idea thus gained of its work, that her impressions may be corrected and amplified.

Our student should write out her reports of these visits for criticism as to substance, arrangement, and wording before they are entered on the record. Only so will she learn to condense her reports without losing the vividness essential to good record writing. This also applies to the writing of letters. Perhaps nowhere is conventionality so much to be deplored as in letters of inquiry, reports on cases, etc. A form letter to an employer, for example, will usually receive a perfunctory reply; a stereotyped report will make a church less likely to refer a family to our tender mercies again. Encourage the young worker, therefore, to write letters in her own phraseology, but see that they are business-like and include the essential points.

INVESTIGATION.—Not until a new worker has become used to visiting poor families, has recovered from the inevitable sense of strangeness which accompanies the contact with their surroundings, and has begun to see the relation of the family's history to plans in their behalf, should she begin investigating. Then when she does begin she will not need a card with a list of questions, nor will she be pursued too vividly by the memory of the face card to be filled out on her return.

---

\* An experienced trainer suggests that, after the record is read, the district secretary should get an idea of the reader's grasp of the situation described before visiting; though, personally, she prefers that the new worker pay one visit before reading the record.

If, at the beginning, she has the idea of investigation as the process of becoming quickly acquainted with a family's present situation, past history and future needs in order that we may help them intelligently, she will not be nearly so likely to adopt a cut-and-dried method of asking questions in the first interview, but will instead develop the art of drawing out facts through sympathetic conversation.

If you find her failing to secure all the facts needed, do not simply point out the significance of the missing facts; show also what was wrong with her *method*, for if she does not conduct an interview in the right way, the attempt to cover more points will only make it more wooden, and more harmful to the family. To find out her methods, ask her to write out an analysis of her next interview; let her write down as fully as she can the conversation that was held, and the processes by which she secured definite information and led on from point to point. You can then discuss her investigation with a far better chance of pointing out her weaknesses and showing her how the interview could have been sympathetically and tactfully developed. Or you might give her another's first interview to analyze, and have her also work out the order in which outside sources of information are to be visited. Even though the first visitor should make subsequent calls (and she usually should) the student can continue to share in the plans as the treatment develops. It is certainly worth careful effort to teach her the art of conducting a first interview, since on it, the first step in treatment, hangs so much of her later success in dealing with families.

INITIATIVE.—Once she has begun investigating, she should do all the later work on each case: She should complete the investigation; should, in conjunction with the district secretary, plan the treatment; should present it to the conference; should carry out the plan, including securing co-operation, raising special relief, finding a friendly visitor and putting her in touch with the family. Only by doing a few cases thoroughly will she learn how to think family problems through. Otherwise, when she has full responsibility for treatment, there is danger that her efforts will be casual and unrelated.

There are occasionally very difficult tasks in connection with the cases under the care of new workers which they should not be asked to perform. The Boston secretaries who train new workers discussed this subject some years ago, bringing out interesting differences of opinion as to whether, for instance, a worker in training should be sent to interview the father of an illegitimate child. Some of the district secretaries felt that a worker who was inexperienced in life as well as in charity work would be so embarrassed by such an interview that she could not secure the necessary information or co-operation. Others felt, however, that since the worker would soon have a district of her own in which she would have to make all visits, it was better for her to do every possible task while her trainer could talk it over with her and advise her how to approach the matter. One secretary said, too, that she would have been angry if anyone had taken a task from her just because it was

hard. We undoubtedly do want to stimulate in new workers this ambition to tackle hard jobs fearlessly. On the other hand, many of the tragic problems we deal with never entered their consciousness before, and it is not wise to make this first contact unnecessarily hard. When one worker had to go to court about a case, the district secretary went with her to be on hand if any difficulty arose, but let her take the needed action. We must in such ways guard against letting our work suffer in the process of educating the student, while at the same time we seek to develop her initiative.

This stimulus to independent thought is especially needed in planning treatment. Always encourage the worker to think out a plan for a family; don't propose one to her first. As one district secretary said to me, "I almost always have to turn down her plan, but it makes her think, and it gives me a better chance to explain the reasons for my decision and why her plan would not work." This is obviously the right pedagogical principle, though it frequently tries our patience and tempts us to sacrifice training for the sake of results by telling the worker what she is to do. We must not, moreover, dogmatize about our methods and make her feel that there is only one way of doing anything, that we have a definite formula for treating a certain type of case, that "the C. O. S. never does" this or that. Conventionality must be avoided. As Mrs. Bosanquet says, "Conventional ways of classifying cases, conventional modes of help, conventional rules for making inquiries, all are dangerous." The very presence in our offices of these new workers, who bring us fresh suggestions and to whom we must continually justify our modes of action, is one of the best safeguards against stereotyped methods. We should encourage them, therefore, to develop initiative and should try out their plans when they seem reasonable.

In all her training encourage the student to be critical of her own work. Let her test it by theory and also by comparison with the best work of which you have a record. Unless she has learned this critical attitude, and can judge her own work impartially and thoughtfully without being unduly cast down by her mistakes, she is not ready for an independent responsible position.

**THE NEW WORKER AND THE VOLUNTEER.**—When the new worker is to present her case to the case committee, let her think out how to present it and tell you first, so that, if she does not present the essential facts clearly and interestingly, as well as briefly, you may show her how. Point out to her how necessary it is for the committee to have a vivid and accurate idea of the family's problem as a basis for intelligent discussion.

She should also learn how a district committee is organized and what its relation is to the district secretary; how the secretary may have to create and develop the committee, and how it in turn stimulates and guides the secretary. She cannot of course have any actual experience in organizing a district committee, but she can be told how the members of the present committee were secured and the particular service each ren-

ders. Were they asked to serve because of the strength they might add, or because of its educational value to them? I wonder if we might not occasionally prepare the case history of a volunteer, showing how she first became interested, what tasks she was given at the start, her progress in ability and interest, the point at which she became a member of the committee, etc. Such a history would be of value to new workers and perhaps to other societies as showing ways and means of developing volunteer service.

This work with volunteers is a difficult thing to teach. Can we run the risk of letting the blind lead the blind, of letting a new paid worker plan work for a new volunteer? Yet if our workers are not taught to use volunteers, they must later do so without guidance and run the risk of unnecessary failure. First, let the worker in training give tasks in her families to a volunteer who has been working for some time, and who would not be disturbed by possible blunders. The trainer may listen unobtrusively to the conversation and then point out to the student afterward any faults in her manner of presenting the problem to the volunteer. When the worker can do this satisfactorily, let her give a new family to a friendly visitor. The trainer should discuss with her, of course, the way to present the problem in order to interest the volunteer, and the definite tasks that she is to propose. The new worker may thus gain in some measure this essential experience, while the instruction of the volunteer is safeguarded.

During the latter part of her training, the secretary in training may also be given some responsibility for the training of still newer workers, or of volunteers who are to give a regular amount of time. She could teach them the office routine—the making out of requisitions, the entries in the day-book—and tell them about cases on which there are errands to be done. What she teaches she will learn with extra thoroughness, and she will develop an increasing sense of responsibility for the district. All of this should teach her, moreover, which tasks fall naturally to volunteers, and which cannot be delegated by the paid worker.

**THOROUGH WORK.**—Even when work is pressing, the student should be given time to do *everything* that needs to be done on her cases, and should therefore never be responsible for more families than she can treat thoroughly. Sometime she must learn to judge the relative importance of tasks and how to choose the most essential under pressure, but she cannot do so until she knows how to do thorough case work. She needs a vision of the full possibilities of family treatment as a basis for judging which tasks may in times of pressure be eliminated. Give her time, therefore, to do her work well even if other cases on which work is being done must sometimes be slighted. But before she is given a district of her own, she should feel the full pressure of the work, and be taught how to plan and choose.

It is not desirable to attempt to conduct first interviews before the student, but encourage her, when in the office, to listen to the district secretary as she talks to poor people and to volunteers. I re-

member in my own training the sudden inspiration that came from watching the cordial, friendly way in which one district secretary met the people who came into her office. The worker in training should have some ostensible occupation, so that her presence need not be a source of embarrassment to applicants or volunteers. After office hours, talk over with her what happened, explaining the reasons for the decisions made or advice given. Let her also read the records when these throw light on the conversation with the applicant.

When the worker is ready for some responsibility, let her keep office hours in your absence and talk over with her afterward what happened, commenting on possible mistakes and making suggestions. Then give her an opportunity to substitute for a week or two in some district. Nothing shows her the limits of her knowledge so clearly as a period of entire responsibility. This experience, if she has it before her training is over, will make her realize her weak points while she still has an opportunity to strengthen them.

#### THE ADMINISTRATIVE SIDE

Probably the most difficult subject about which to instruct new workers and concerning which graduates often feel least prepared is the general organization and executive control of a charity organization society. How is the board of directors organized; what subjects are considered by it; what committees has it and what are they doing; what community activities are undertaken by it; what is its relation to the general secretary, the case work, the district committee, and to the general social development of the community; how is money for administration secured? These are difficult matters to present to new workers, especially in the larger cities, yet I believe that we should consciously endeavor to do so. Reread Mr. Lee's remarks at the Boston meeting of the American Association for Organizing Charity,\* in which he pleads for giving case workers more contact with the general activities of the society. This plea applies, in a lesser degree, to workers in training. Let them get a generous idea of what a charity organization society can and does do for social betterment. This must come largely through talks with the district secretary and occasionally with the general secretary. In my own training, at the end of my first year I spent a month as, one might say, errand girl to the general secretary, doing any work for her in which, with my inexperience, I might still be useful. It was a valuable month to me. New workers really need to know, in order that they may understand their work, the general organization of the society and its place in the whole scheme of social work for the community. They also frequently come into contact with individuals and representatives of organizations to whom they must explain the aims and organization of the society. Moreover, to the worker who will become general secretary in a smaller city this knowledge of organization is essential.

---

\* CHARITY ORGANIZATION BULLETIN, July, 1911.



## AIDS TO TRAINING

**CASE RECORDS.**—Some aspects of our work may be taught by the use of good case records, not only in study classes, as Mr. Lee suggests in this *BULLETIN*, but in the district office itself. My own first impression of long-continued treatment and of the part that the friendly visitor has in it came from reading the record of the family of an Italian day laborer, in which a visitor had been interested for some fifteen years. She had recognized and secured training for a genuine artistic sense, and the sons finally earned, as I remember it, thirty to forty dollars a week as designers. Such a story is, I am sure, a wholesome corrective to the sense of futility which sometimes overcomes a new worker as she takes up problem after problem whose solutions seem indefinitely remote. Many difficulties in connection with her own case work could be cleared up by the use of records illustrating, for example, the disastrous results which followed a lack of investigation, the solution of a problem which came from following an apparently unpromising clue, or the way in which a worker won an un hoped for result by patient effort. In a record that I read recently, forty entries recorded the ingenious, persistent, patient efforts by which a woman was at last persuaded to undergo an operation. This would be an excellent one to put in the hands of a young worker who was impatient because her plan was not immediately accepted.

Occasionally, of course, she should read bad records as awful warnings, but not until she has good standards so well fixed in her mind that she will see why these are bad. Nor should she be given, just to keep her busy, records which illustrate nothing in particular. When she has finished a record, ask her to write down the principles illustrated by it which might be of service to her in other cases. Here, in the best of our own work, lie unlimited resources for teaching technique, as a supplement to practical experience.\*

**EFFICIENCY TESTS.**—Other ways in which we can teach the new worker to test her own efficiency must be sought for. Among the more formal may be included the psychological analysis of the first interview already referred to; the schedule of outside sources used in investigation which has been printed by this Department for one of its studies, and which shows whether a worker is drawing information from a wide range of possible sources; and the elaborate widow's schedule worked out by this Department for another of its studies, which shows the complex factors involved in case treatment. For some of her families let her fill out "diagnosis sheets," which help one to study carefully the different members of the family and, from the facts as to their mental, physical and industrial make-up, to work out plans for the treatment of each one. While this form probably takes too much time for use in all cases, it will help the student to learn how to study her families and to base her plan on this thoughtful diagnosis.

\* It might be well for the district secretary to keep a memorandum of valuable records for new workers to read, and not to rely solely on current ones.

CASE WORK AND SOCIAL PROBLEMS.—Help your new worker also to see the relation of our day-to-day tasks to general social programs. How does our treatment of a family in which there is a man suffering from tuberculosis help or hinder the projects for preventing the spread of the disease? How can we help enforce child labor laws, or further the propaganda for the lessening of industrial diseases? What part must our work in strengthening family life play in all the child welfare programs? Such a conscious study of our place in the social program will clear away many misconceptions and will give the worker a broader mental outlook that will be of value even in the details of her case work.

Sometimes young workers who are filled with a laudable desire to do "constructive work" are asked to interview landlords, take children to dispensaries, carry out a thousand and one details that seem, as assigned to them, to have little or no relation to any constructive program. Then we are surprised when they leave our field for some work that appears to give them more of the opportunity they seek. Show them from the start the far-reaching contacts of their daily tasks; avoid that limited view of our functions which may become a bar to their successful service in any field.

This sense of perspective should be developed not only from our day-to-day work but also by special study from case records that illustrate the general problems in which the worker is personally most interested. If she is ambitious to find a solution of our industrial problems, let her begin a simple schedule, jotting down each day the names of the families in which a given phase of industrial evil exists, such as dead-end occupations, home work under bad conditions, under-pay, and industrial accident or disease. Where the conditions so revealed are contrary to law, let her report them to the proper authorities and try to follow up the results. Such a study, though limited in value, will show her how to secure facts as to the prevalence of certain evils, and how case work can provide the basis for social propaganda. Or she might make summaries of district cases involving a certain problem. A series of summaries which I have recently read of the inebriety cases handled in a district in one year pictured far more clearly than would any statistics the complicated factors producing inebriety and our present limited knowledge of the way to cure an individual case. One who worked in a foreign district might study the special difficulties and opportunities of work with families of the predominating nationality. Hidden away in case records are facts as to methods of investigation and the possibilities of constructive treatment of families of which we ourselves are often unaware. A new worker may be taught to study our experiences as embalmed (this is too often the right word) in our records in a way that would serve as a stimulus to us and teach her how to draw deductions from her own case work.

#### SUPERVISION

In addition to these suggestions about training in case work, a few words may be added about the general plan for training and the division

of responsibility for it, especially in districted societies, where general direction is in the hands of the supervisor of case work.

**DISTRICT TRAINING.**—One question that arises in such societies is the length of time the new worker should remain in any one district. In Philadelphia a recruit remains six months in each of two districts; in Baltimore and Boston she works three months in the first district and then goes for six weeks each to several others. The stay of six months in one district gives, of course, greater continuity to the training, in itself an advantage. On the other hand, the more people under whom the student works the more vividly will she realize that there are few hard and fast rules and set ways of doing things. She will acquire flexibility, and when she has a district of her own will be more likely to develop initiative and resourcefulness than if she has seen the work done in only one way. Moreover, no trainer is ideal. Each excels on some one side; one is an excellent investigator; another has a gift for developing co-operation; another for training volunteers; another for office detail and organization. One who has worked under each of these would have more good ideas than would one who had spent all her time under one secretary of fair all-round ability. Moreover, the repetition from different points of view of certain maxims makes them sink in more deeply than if they are reiterated by one person only. It helps, therefore, to fix fundamentals more firmly while giving greater elasticity in details. Districts have also different resources and different problems, and the new worker should have the opportunity to learn how to utilize the former and how to meet the latter. Particularly is it desirable that she should have that experience in dealing with different nationalities which she can probably secure only by working in several districts.

**WORK OF SUPERVISOR.**—The training in these different districts should be brought into harmony and continuity by the central supervisor of case work, through the general plan suggested above and through occasional conferences of all those who are giving training. While leaving to the district workers the responsibility for the teaching, the supervisor should also come into direct personal contact with the new worker, partly that she may judge of her capabilities and partly that she may gain some insight into the kind of training that she is receiving.

Before the personal conference, the supervisor should have read some of the new worker's records, so that, even though not ostensibly discussing them, she can base her comments on the knowledge thus gained of the student's strength and weakness. She should also, when a worker is transferred to a new district, take the opportunity to talk over with her her previous training, finding out what she learned and what she feels that she especially needs to know.

The supervisor might also ask her for an occasional written statement of some phase of the work as a stimulus to the worker and a source of information to the supervisor. In the Boston School for Social Workers, the second-year students who give a regular amount of time

in the Associated Charities office write every month a statement of what they have done since the last report. They are encouraged to consult with the district secretary before writing it but not to show it to her afterward, so that they may express their ideas frankly. Miss Smith, Associate Director of the School, believes that it is good for the student to have to formulate her ideas about what she is doing. She has also asked students who have been in training for some time to outline the work of a district secretary and a district committee, and then discusses with the students any misconceptions which are brought out in this way.

OUTSIDE STIMULUS.—A wisely critical attitude toward our work may also be developed by making opportunities to have our secretaries see something of the methods of another society. Miss Goodwillie emphasizes the fact that in Baltimore, before they allow a district secretary to train new recruits, they send her to some other city for brief experience—to the Charity Organization Institute, to the summer course of the New York School of Philanthropy, or for part-time work in the New York School and special experience in the Clinton District for three months. The danger of mental inbreeding which exists where those who have been trained in one tradition pass it on to the next official generation, and they to the next, may be overcome by contact with other points of view and other ideals.

They have made the experiment in Boston of having some of their workers go for a week to one of the hospital social service departments, where they see our problems from the medical point of view and thus again receive outside stimulus and a broadened outlook. For our aim is to give along with skill in doing good case work an understanding of the social program as a whole and of our part in it. This broader view will give significance to our daily task and will enable us to use its experiences to test and clarify our theories. To quote Mr. Lee, "Finally he will have a balance between ideals and routine which will save the former from sterility and the latter from mechanicalism."

---

THE IDEA OF SELF IMPLIES OTHERS.—And it is only when we trace the growth of self-consciousness that we can understand how it comes to play its part in determining conduct of the kind that alone renders possible the complex life of highly organized societies. For we find that the idea of the self and the self-regarding sentiment are essentially social products; that their development is effected by constant interplay between personalities, between the self and society; that, for this reason, the complex conception of self thus attained implies constant reference to others and to society in general, and is, in fact, not merely a conception of self, but always of one's self in relation to other selves. This social genesis of the idea of self lies at the root of morality, and it was largely because this social origin and character of the idea of self was ignored by so many of the older moralists that they were driven to postulate a special moral faculty, the conscience or moral instinct.—MCDUGALL, in "An Introduction to Social Psychology."

## THE TRAINING CLASS FOR NEW WORKERS

PORTER R. LEE  
New York School of Philanthropy

IT is to be hoped that the analogy between medical and social processes does not appear overworked. It would be unfortunate if it did, because the analogy is likely to be more and more insisted upon. Indeed, it is not impossible that some phases of our common work will cease to be analogous and will become identical. Possibly, therefore, I can do no better in introducing this discussion than to quote the kind of statement I had been trying to formulate as to the real purpose of class training for new workers, when I discovered this one of Dr. Cabot's:

"The most important lesson to be learned by every student of medicine is the art of recognizing the physical signs of disease,—a displaced cardiac apex, a succession sound, an Argyle-Robertson pupil, a malarial parasite. With these basic facts we can become familiar only by direct contact with patients and by long practice.

"But these data of physical diagnosis have to be interpreted. They do not crystallize spontaneously into conclusions. . . . They have to be worked up into diagnosis by a reasoning process, and this reasoning needs practice. A man may collect with accuracy and thoroughness the data of the history and the physical examination, and then find that he does not know what they mean,—what judgment can safely be based upon them. . . . After the student has learned to open his eyes and see, he must learn to shut them and think."

Charity organization workers who have struggled to develop satisfactory programs for training classes will unconsciously substitute social for medical terms in this statement and will find it an admirable point of departure for this task. The mastery of methods and the ability to think with a purpose are about all there is to training in any field, but in charity organization work we have hardly more than made a beginning with either. It becomes increasingly evident, however, that we must make great headway soon with both. Every extension of activity in our own and in other fields and every new social panacea imposes upon us the need for greater efficiency. Calls for co-operation, leadership, criticism and suggestion give us a constant spur towards higher standards. Just how seriously we have accepted this challenge of growing demands is evidenced in this article and in Miss Byington's, both of which are based in large part upon training experiments which have already been tried.

There seem to be three distinct phases to training which call for clear and carefully worked out preparation whether the training is to be field work training in the district or class training at the Central Office; they are purpose, method and materials. Miss Byington's paper

makes clear how these three phases apply in the training of a district office. It is because they have a quite different application in a training class that this paper is written.

#### THE PURPOSES OF CLASS TRAINING

**GIVING BACKGROUND TO TECHNIQUE.**—If a class is to be anything more than a continuation of district training methods in another place, its leader should have a clearly defined purpose different from that in the mind of a district trainer. The first element in this purpose should be an attempt to give a background to the methods which the new worker is learning in the district. If the new worker is being carefully coached in field work she is gradually acquiring a mastery of technique and a familiarity with methods, phraseology, the conditions under which the society's clients live, and the city's charitable resources, and she is also acquiring skill in using the knowledge thus gained. Technique alone, however, does not make a social worker. No technique is valuable in itself: it is valuable only for what it enables a socially imaginative intelligence to do. It is imperative in district training to give a knowledge of methods to the new worker. There is usually very little time, however, to reveal the background of large social purposes which gives validity to these methods. It is exceedingly important that the new worker get this background and an understanding of the way in which methods have been carved slowly and laboriously out of experience. We have not said the last word in methods, and future words on that subject will be spoken when our current and past experience has been scrutinized for the new lessons which up to the present our study has not revealed.

**RIGHT THINKING.**—Training class freedom from that pressure of work which makes reflection difficult in a district office gives opportunity for another element in the purpose of such a class: training in right thinking. Dr. Cabot, it will be recalled, says that "after a student has learned to open his eyes and see, he must learn to shut them and think." There is no field in which the blind following of authority is more dangerous than in ours, because nobody knows enough to be an authority, and because it is impossible to do good charity organization work unless one is prepared to deal with each situation as it comes, regardless of rules and precedents if necessary. Such discretion, however, imposes responsibility—responsibility for right thinking over the facts at hand. I want to do no more in this connection than to emphasize that a training class which is either a series of lectures or a series of memory tests for new workers who have been given certain reading to do will never develop this trait of right thinking. I believe a class can be conducted so that this training in thinking follows as a by-product from all its deliberations, as will be pointed out later when we discuss methods.

**UNDERSTANDING A SOCIAL PROGRAM.**—It is part of our faith that charity organization work is fundamental in any social program; and

yet we usually fail to make clear to our workers in training just what the social program of our own community includes and what is the precise relation of the charity organization society thereto. This should be done in the training class. Lack of time usually limits the discussion of this phase of our work. I believe, however, that most training class programs could be revised profitably by reducing the time given to the problems of technique, which should be covered thoroughly in the field work, and increasing the time given to the community's social program and the share of the charity organization society therein.

**KNOWING ONE'S OWN ORGANIZATION.**—Finally, the class should be made familiar with the society's own routine and all the parts of its organization. In any efficient society there is a real connection between the act of paying the rent to the landlady of a pensioned widow by the newest worker and the engaging of a general secretary by the board of directors. Just what this connection is and the details of organization necessary to make it effective are important matters for the worker in training to know about.

In one society, at a time of serious financial difficulties, one of the district workers who had evidently thought a good deal over the situation suggested that the best way to impress the community with the fundamental value of the society's work and its imperative need of support, would be to raise enough money—\$25,000, perhaps—not to pay off the deficit but to equip the society with adequate workers and machinery to do really efficient work for a year or two. The suggestion was never given serious consideration by the board of directors, and circumstances aside from the difficulty of raising the money probably made it impracticable. It was more worthy of consideration, however, than many ideas for raising money which the board actually did discuss for many hours. The loyalty and interest of the society's own staff could be capitalized and made to yield dividends if the staff were kept in close touch with the changes in the organization and the policies of the society, the deliberations of the board, financial plans, etc. The beginning of this loyalty and interest should be made with the new workers in the training class.

The purpose of a training class clearly defined will thus include emphasis upon the social background of methods, upon training in right thinking, upon the place of the society in the social program of the community, and upon the organization and general policies of the society itself.

#### METHODS OF CLASS TRAINING

**RELATING THE CLASS TO DISTRICT TRAINING.**—The first thing to be said with reference to methods is that the class program should be keyed up with the program followed in the districts. The class program should be worked out in consultation with those charged with the district training of new workers. This same group in district secretaries' meetings or elsewhere should confer at intervals to check up one another. Moreover, much of the material used in class will be drawn

from the current work with families and the society's current problems of co-operation, community work, etc.

One suggestion as to method I have already alluded to. It relates to the great value of discussion in which the members of the class take the initiative, spontaneously or by request. A series of lectures to a training class by a general secretary, be he the most gifted of us all, is of doubtful interest to the class and of doubtful value as training. Very little of the material which ought to be covered cannot be handled through discussion, with no more preparation on the part of the members than they bring with them in their growing experiences.

**THE CASE SYSTEM.**—Training for social work has profited by the experience of law schools and medical schools and has begun to adopt the case system. In common with other charity organization workers, I have tried to make training courses interesting and profitable at the same time. In neither respect were my efforts as successful with any other method as they have been in the use of the case system, crude as the efforts to apply it have been. The use of family histories to illustrate lectures on principles we are all familiar with. The case system of instruction, however, is not the use of family histories as illustrations in abstract presentations of principle. It is bringing to class the precise situations which a worker faces in the treatment of families. It puts upon the members of the class the responsibility for deciding upon each step in the process from the first visit after the first interview to the final entry on the record which closes it—a success or a failure.

**TRAINING BY DISCUSSION.**—A first interview properly recorded offers abundant suggestions as to possible next steps. In the case system of class training, a first interview is read to the class, and one member is asked to suggest the next step. She should give reasons for her suggestion. Another member of the class is called upon to criticize the suggestion and to offer a substitute if this one seems to her unwise. In this way the class eliminates one suggestion after another, finally deciding upon the sound one, with some cautious but effective steering from the class leader if necessary. The result which followed the taking of this next step in the actual treatment of the family is then stated by the leader, who takes it from the record. The class then proceeds similarly to a discussion of the next "next step" and so on through the investigation. All the desirable information gained and defects in the investigation as recorded having been noted, the class then proceeds to build up a plan.

**PLANS.**—There is no phase of technique which seems to me more commonly neglected in training than the formulation of plans at the conclusion of the investigation, the conscious and deliberate noting, preferably in writing, of every need or weakness in the family, of every strong point that can be used, of every outside service needed to supplement the family's own resources, and of the definite responsibility resting on each person or agency concerned to weave these elements into a



plan. No phase of technique offers such valuable opportunities for class training in right thinking, in the background of technique, and in the adequacy of the community's social program. In developing plans defects in investigation are revealed, and suggestions for later treatment can be tested by citing the results of similar plans in other family problems, already considered by the class perhaps; and nowhere is clearer thinking called for than in reasoning through the information gained in an investigation to plans which in the light of experience will really work. Moreover, in discussing by the case method the successive steps in an investigation and the elements of a sound plan of treatment, every naïve, impracticable, inadequate idea that has characterized relief work in the past is likely to be presented by new workers before they hit upon the best method. It is especially in showing the historical results of these archaic ideas newly offered by workers in training—they are present-day results also, for that matter, in many agencies which are still guided by them—that the greatest opportunity is offered for showing the background of our newer standards, the social experience whose study has made our technique a constantly changing aspect of our work.

**THE LATER STAGES OF TREATMENT.**—The use of the case system of teaching through the later stages of treatment when plans are being carried out is still possible on the same basis of suggestion, discussion and criticism of successive steps by the class members. The leader should summarize the progress of the treatment up to some point where the district worker herself in dealing with the family evidently had to face a new problem. A boy has become unruly, the woman's health fails, a church stops co-operating, a deserting husband returns and leaves again, a girl reaches the age of fourteen and wants to continue in school. The situation should be presented to the class, from the record, exactly as it presented itself to the worker who handled the family, for a decision as to procedure. The wisest decision, all facts considered, should be worked out. If it is not the decision made as the family was actually treated, several interesting questions arise: Where was the faulty reasoning behind the decision of the worker (or committee) responsible for this case? Did she have facts to guide her which she neglected to put upon the record and which might alter our decision? If the class decision proves to be the one also followed in the record, the results are stated by the leader as he summarizes the story of the treatment following this decision up to the point where a new crisis in treatment arises. Similarly discussion will be possible whenever a situation develops where the original plan has to be modified, supplemented, abandoned or reaffirmed. Incidentally the class leader will find many profitable bits in the record to read to the class; an unusually winning letter to a prospective friendly visitor, a tactful letter to a pastor whose co-operation wavers, a succinct and definite record entry of facts with color.

This statement of the case method of conducting a class discussion may be less clear and suggestive than it would be if illustrated by an actual case problem so used. It is possible that a later number of the

BULLETIN may contain a case record annotated to show how it has actually been used in this way with a training class.

THINKING THE PROCESS THROUGH.—The significance of this method for training classes is that the new worker has actually had to *think through* the process of social treatment. By using different types of family problems it is possible to introduce all the practical variations in problems which introduce themselves in case work. Discussion of the nature and background of other social activities outside of C. O. S. case work constantly creeps in. I recall one such instance in the discussion of a family which came to the C. O. S. with an emergency call. The father was dying in a hospital. The mother was with him and the oldest child, a girl of twelve, was looking after her three small brothers and sister. Our discussion had proceeded to the point where our investigation was practically complete, and we were trying to evolve a plan. An unusually promising member of the class suggested as one element in the plan that the twelve-year-old stay home from school for a time, until the mother could adjust herself, find some work, and arrange through relatives or otherwise to provide for the children during the day. The suggestion found favor in the class, although there was a hazy distrust of it in the minds of some, the basis of which they were not entirely sure of. Finally it dawned upon somebody that the plan must be unsound because it involved a violation of law, whereupon the proponent of the stay-at-home suggestion for the twelve-year-old girl challenged the soundness of the law. The less insurgent members of the class accepted the challenge, and after fifteen minutes of skirmishing had thought through and presented the social basis of the compulsory education law, and the possibility of meeting any hardship in individual cases imposed by its enforcement through an agency like the C. O. S. The class was completely convinced of the error of the original suggestion.

A lecture or a reading course or even an abstract discussion of the compulsory education law could never have led to the conviction in the minds of the class which followed the twenty minutes devoted to this question. It was a practical problem which had to be faced for decision in the attempt to help an actual family whose history had been revealed step by step as the class members themselves had sought for it. An interesting aftermath of this incident came to light two weeks later in a letter from the new worker who was the author of the illegal suggestion, addressed to a benevolent individual and containing a report on a family whom he had referred. The family in question presented the same problem of a girl out of school. The letter contained an admirable epitome of the class discussion explaining why the girl of eleven would have to go back to school, and assuring the benevolent individual interested that the C. O. S. would look after the family in a way to make this possible.

#### SELECTING MATERIAL

In any attempt to follow this method of class training, the selection of records is important. Neither a case which is a flat failure nor one

which is an unqualified success is necessarily good material for class use. For teaching purposes the first requisite is that a record be fairly complete, especially in giving the information which led up to the successive steps in the investigation and later treatment. It should either state or imply the reasons for all decisions which mark the treatment. In selecting records one must choose with reference to their teaching value as suggested, to the types of problems presented, and to the principles of treatment illustrated, such as use of relatives, co-operation, use of relief, etc.

**INDUCTIVE STUDY.**—There are of course many phases of C. O. S. work which one would not or could not present to the class through the medium of a case problem. There are some phases in medical and legal education which can hardly be covered by case teaching. It is possible, however, to carry out the same method of inductive discussion with these other phases. Any general principle gains in impressiveness and reality if it is reached as a result of studying experience rather than in academic study. My college training in economics was through a painful memorizing of text-book principles of rent, wages, etc., which as they were presented to us were abstractions only, entirely unrelated to my experience. At the same time I was living in a rented room in a rented house turning over with a college man's reluctance a weekly check to my landlord. During the previous summer I had also been a laborer for a wage. There was a definite connection between these items of my experience and the economics I was studying; but I did not see it. I realize that if this is a glowing indictment of an educational practice, it is also an embarrassing comment on my mentality. I risk the latter, however, if it serves to strengthen my contention, for the sake of new workers who may come to us for training only to be put through a study of principles which they are to apply to experience, when they should be led to search experience for principles.

**FURTHER APPLICATION OF INDUCTIVE METHOD.**—It is suggested therefore that subjects like social legislation, co-operation, financial schemes, the use of public charities, the social causes of distress, district committees, volunteers, etc., be presented to the class exactly as they present themselves to a general secretary, a district secretary, or a board of directors as problems for solution. Let the members of the class go through exactly the same discussion that the officials of the society go through in their own minds or in conference with those whose advice they seek. For example, instead of discussing co-operation as an abstract problem, bring up the definite question of co-operation with the public overseer of the poor in a family problem where you and he have failed to agree. Such a situation cannot be dealt with satisfactorily until one has gone over with reference to this particular family the whole problem of co-operation and charitable co-ordination, and the detailed basis on which particular organizations should dovetail their efforts.

Class discussions are not merely questions by leader and answers by the class. Definite criticisms, suggestions, disagreements, questions, the

more spontaneous the better, should be invited. And above all, no member of the class should ever be made to appear ridiculous no matter how insane a suggestion she may have made. A question from a worker indicates some thought; and the thinking process has greater value to the society at this stage of training than the quality of its results. A skilful leader in the face of a foolish suggestion will encourage its maker to trace its possible results one by one, and will lead her finally to a very rational substitute suggestion—either that, or the leader will discover in the process more about the worker's quality of mind than the other method ever would reveal.

**CLASS EXERCISES.**—It is of course desirable that the class members themselves should bring in material from time to time in the shape of studies of their own, the subjects of which may have been assigned. For example, Miss Richmond tells us that at one time the workers in training of the Philadelphia Society for Organizing Charity were asked to note just what outside sources of information were used in a certain number of consecutive investigations. The results were brought to class, and it was discovered that school teachers and fellow workmen were being habitually neglected. Exercises like these are most helpful. I am skeptical, however, of the wisdom of requiring members to present their own case work to the class for discussion. The certain sensitiveness of many new workers and the equally certain reluctance of others to criticize individuals rather than work takes away most of the potential value of this plan. The method outlined in this paper will lead to more effective discussion; and the new worker's case work can best be criticized by the district secretary in the district where it is done.

For some subjects, like the history of the C. O. S. movement, facts have to be given to the class lecture-fashion. I believe, however, that such lecture work should be confined to the giving of facts. The interpretation of these facts through discussion offers another striking opportunity to develop right thinking. Training in social work is coming more and more to be training in the right use of facts and experience. This right use is largely a matter of point of view and trained thinking. A new worker who faces a problem and knows how to think it through is infinitely more promising than one who remembers how somebody told her to handle it.

#### A PROGRAM

If there is any demand for it among the readers of the *BULLETIN*, it may be possible later to indicate in some detail the subjects which a training course conducted by this method might include. Enough societies have worked out such courses to make possible suggestions which have the validity of successful experience.\* I suggest here the barest outline of topics. The purpose of the class training as distinct from field training will be borne in mind in reading the list or making use of it.

\*An outline of the study class conducted by the general secretary of the Boston Associated Charities has been mimeographed by the Charity Organization Department. It may be had upon application.

I. Typical case records.

An example of simple, fairly complete treatment.

A complicated investigation.

A widow with children.

A deserted family.

A shiftless family.

An immigrant family.

The family of an able-bodied unemployed man.

As the record discussion proceeds any suggestive results of the steps taken should be noted, such as skilful choice of outside sources, good coaching of a volunteer, successful organizing of a difficult relief problem, the right kind of letters to all sorts of people, and instances of failure in all these steps.

II. Problems of treatment and organization.

Investigation.

The Confidential Exchange.

Relief.

Volunteers.

C. O. S. history.

Administrative problems like finance, the organization of district conferences, standards and tests of efficiency, etc.

Co-operation.

The standard of living as it affects relief.

III. Current community problems, like health, courts, recreation, inebriety, industrial problems, etc.

Their manifestations.

Present efforts to solve them.

Further efforts needed.

Right approach to what needs to be done.

---

## AN OUTLINE FOR DISTRICT TRAINING

JOHANNE BOJESSEN

Secretary Riverside District, New York Charity Organization Society

The following outline, which covers eight months' work in the district, is of necessity somewhat arbitrary, and is meant to be supplemented by a statement at the end of each month, covering in detail the points taken up by the students and modifying the schedule for the period according to the opportunities for carrying it out during the month and according to the progress of the student. In fact, most of the work of the first month is necessarily done right through the year in connection with all the case work; and the co-operating agencies are not worked with in an arbitrary or independent way, as suggested by the outline, but in connection with the cases and the needs that they represent.

### SEPTEMBER

I. GENERAL WORK.

A. *Office Routine.* (a) Receiving callers: applicants, consultants; (b) taking telephone messages; (c) identifying cases; (d) filing; (e) making out all blanks—laundry, woodyard, identification blanks, milk orders—and learning their significance and place in the work.

B. *Outdoor Work.* (a) General calls on definite errands; (b) closing visits; (c) calls with pensions; (d) inquiries *re* definite cases at hospitals, schools, churches; (e) taking children to dispensaries.

## OCTOBER

### II. THE DISTRICT. (a) Case work; (b) community work (discussion).

#### A. *Its Purpose as compared with Centralized Organization.*

B. *Organization of District.* (a) Geographical territory; (b) the district committee; (c) official staff; (d) volunteers; (e) community work; (f) relation to Central Office, including (1) the Registration Bureau, (2) Superintendent's office, (3) Joint Application Bureau, (4) Bureau of Advice and Information, (5) laundry, (6) woodyard, (7) Special Employment Bureau, (8) Financial Bureau. Under the last come first the Bureau of Appeals—how the society obtains funds for administration purposes, and for relief purposes (general funds, special funds, appeals); and second, the cashier; the working fund in the district, how administered, and the contingent fund and its purposes and administration.

### III. INVESTIGATION.

#### A. *Its Purpose and Aim* (discussion).

B. *Case Record Study.* (a) Face card; (b) cash card, (1) voucher, (2) requisition; (c) donor's card; (d) history card: (1) method of recording, (2) investigation, (3) treatment, (4) summary of case with constructive criticism.

#### C. *Following up clues after first statement taken by experienced worker.*

(a) Relatives; (b) employers; (c) church; (d) previous addresses; (e) school; (f) dispensaries and hospitals; (g) friends.

D. *Consultation with District Secretary.* (a) The need; (b) the cause; (c) the resources; (d) tentative plan.

E. *Treatment.* (a) Call on family, (1) learning their plan in detail, (2) making tentative proposition, (3) securing additional more intensive information; (b) following up new clues; (c) presenting case before Committee; (d) carrying out plan.

F. *First Statement* and subsequent investigation and treatment as before (discussion). (a) Why home interview preferable to office interview; (b) how to make approach to applicant; (c) to relatives; (d) to employers—value of personal interview with employment and co-operating agencies; (e) how to present a case before the Committee; (f) what constructive work means and when and where it begins.

## NOVEMBER

### IV. TYPES OF CASES.

A. *Illness.* (a) The family; (b) the patient; (c) the physician; (d) the tenement; (e) contagious diseases; (f) communicable diseases; (g) hospital *versus* home care for patients; (h) hospital *versus* home care for family; (i) hospital social service.

B. *Tuberculosis.* (a) Incipient; (b) second or third stage; (c) chronic; (d) bones and joints; (e) day camp treatment; (f) examination of family; (g) care for pre-tubercular children; (h) preventorium; (i) co-operation with doctors and clinics; (j) medical *versus* social point of view; (k) Board of Health.

C. *Insanity.* Institutional care: (a) method of procedure; (b) consent of relatives, (c) Bellevue psychopathic ward, (d) police, (e) physician.

#### D. *Criminality.*

#### E. *Drug Habit.*

F. *Old Age.* (a) Relatives; (b) pensions, from (1) government, (2) employers; (c) homes: (1) soldiers', (2) private, (3) union, (4) city—Staten Island, Blackwell's Island.

## DECEMBER

G. *Intemperance and Degeneracy.* (a) Causes: (1) physical, (2) employment, (3) social, (4) home, (5) heredity. (b) Co-operation: (1) physician, (2) employers, (3) wife, (4) church, (5) value of good friendly visitor, (6) institutional care.

#### H. *Deserted Wives.* (a) Investigation; (b) co-operation with courts.

I. *Neglected Children.* (a) Natural resources; (b) child-helping agencies; (c) S. P. C. C.

## JANUARY

J. *Truants and Wayward Children.* (a) The parents; (b) the teacher; (c) the truant officer; (d) the church; (e) the institution.

K. *Wayward Girls.* (a) Parents; (b) employers; (c) church; (d) Probation Committee; (e) value of good friendly visitor.

L. *Deportation Cases.*

## FEBRUARY

M. *Unemployment.* (a) Temporary; (b) chronic. Relation to local conditions, to industrial conditions. Co-operation with industrial agencies in and out of district. Importance of avoiding odd jobbing when possible.

## MARCH

N. *Pension Cases.* (a) Our responsibility; (b) gauging normal standard of living; (c) causes leading to dependence; (d) natural dependable resources; (e) co-operation of relatives, employers, and friends; (f) co-operation of church; (g) adequate assured relief; (h) close supervision to discover and develop any latent possibilities for present or future use that might under normal conditions have had a chance to express themselves in any of the members of the family; (i) value of friendly visitor.

### V. WORK WITH VOLUNTEERS AND FRIENDLY VISITORS.

A. *How to secure them.*

B. *How to use them.*

C. *How to retain them.*

## APRIL

### VI. THE DISTRICT COMMITTEE AND COMMUNITY WORK.

A. *The possibilities of the one.*

B. *The possibilities of the other.*

Reports on cases. Closing cases.

## MAY

### VII. CO-OPERATING AGENCIES.

A. *Private.* (a) Hospitals; (b) church schools; (c) clinics; (d) settlements; (e) diet kitchens; (f) Probation Committee; (g) S. P. C. C.; (h) New York Prison Association; (i) churches; (j) relief societies; (k) children's societies; (l) Tenement House Committee.

B. *Public.* (a) State: (1) State Board of Charities, (2) Immigration Department. (b) Municipal: hospitals, public schools, Department of Public Charities, Children's Bureau, homes for the aged, Board of Health (Department of Communicable Diseases, Department of Contagious Diseases), Tenement House Department.

---

## ANOTHER OUTLINE FOR DISTRICT TRAINING

THEO JACOBS

Assistant Secretary, Baltimore Federated Charities

FIRST PERIOD.—First day in district office: Explain boundary lines. Give pension case to read, or some other case upon which intensive work has been done. Then give worker a simple piece of work, such as carrying pensions or learning if the children have been attending school regularly; anything to get the worker in contact with the family. Note the amount of interest the worker takes in these visits; whether she merely delivers messages, or gets on friendly terms with the family.

Then give records to read that require visits to social agencies of the city.

Let her make these visits, telling her what more the agencies stand for than the errand upon which she went. Let the worker be present during office hours for a few days to see how the consultatives depend upon the secretary; how an applicant is allowed to tell why he applied, but how at the same time he is sent home before the real first interview is made. During this time let the worker enter names of consultatives and applicants in diary, secretary being sure to remember to mention the name in addressing the person.

When the worker has learned all of the social agencies, and what they offer for the welfare of the family, start her on her first interview. Have her telephone the central office if the case is not reported from there. If it is found that the record is known to another society, have her visit this society before calling on the family.

Have this first interview written in long hand. Ask the worker to state her next step for the family's welfare. Criticize diction and amount of information secured. If more is needed, show how it can be got from reference visits, or, if necessary, subsequent visits to the family. If the first interview is poorly written, let her revise it. Dictation should not be given until a good form has been established in writing record.

Have the worker typewrite face card, make out central office face card and family and statistical cards (both sides), tabulate card, make out treatment card—in fact, do all the clerical work connected with the case. This is to be done until its importance becomes well established in the mind of the worker; then it may be turned over to a volunteer or a stenographer. If the worker's plan is good, let her work it out; if not, show her why it is wrong and how it can be improved.

Each piece of work necessary for the family's welfare should be done by the worker in training. The district secretary should not handle the case first and then hand it over, unless this is essential to the family's welfare. After the secretary in training has taken the first interview, do not sidetrack her with other work until she has done everything possible to reconstruct the family. If the case is one for the district committee, let her present it at their meeting.

Then start her on another first interview under the same detailed supervision as at first; remember, however, to plan with her and not for her. This is to be continued for the first three months.

**SECOND PERIOD.**—When worker is moved to another district, after she has learned her new boundaries, a good test would be to give her a case badly worked up, or one upon which little or nothing has been accomplished. Give her *carte blanche* to do what she thinks best. This may show a good deal of originality, and the danger of injuring the family is far less than if it were one that had just applied for the first time.

Although she does her case work as thoroughly as in the first three months' training, she need not concentrate all her efforts on one family. Give her an old case to be worked up, or two new cases at the same time, to prepare her for her responsibility later; always supervising her work, but on one or two test cases letting her plan without supervision.

Let the secretary in training take charge of the office during office hours one or two days, secretary being either in back office, or possibly out of building. Teach her to make out monthly reports, co-operating agencies, B. I. stubs, see if monthly balance sheet is correct; also teach use of friendly visitors' file and B. I. file.

**LAST PERIOD.**—The worker should plan with the secretary the cases for and procedure of case conference, occasionally taking charge of meeting herself; and should also try to increase the volunteer force of the district by making personal visits to ministers, head workers of societies, housewives, etc., who have not enlisted. The worker should learn the methods of the appeals committee, and also help to organize relief from outside sources. These tasks are to be done while she is continuing the intensive case work, which she is to be kept at during entire period of training.



## MEMORANDA OF A STUDENT

The following items are quoted from a monthly report of a student who is taking her field training at the Boston Dispensary:

1. A record is only a tool to be made keen and kept available for use. Only that should go into a record which will help the agency whose tool it is in working out the problem of this particular case, or which will aid in the interpretation of other cases. There may possibly be material introduced which, of no available use at the time the record is made, may furnish data for a special inquiry of one kind or another. The record should not be used to stand for the justification of the worker, to show, for instance, that she lost a great amount of time in trying to establish a telephone connection. It, the record, stands for the establishment of definite human relationships. It grows and takes new force as, because of these relationships, things happen.

2. It is always easy to do a thing in the same way we have done it a hundred times before; it saves the trouble of thinking. Because of the very nature of social work, action merely mechanical is fatal to real accomplishment. We must ask our questions, not because we believe that such questions always are asked, but because we want to find out certain things. When we visit a home we notice the surroundings of the house, the hallways, the light, cleanliness, ventilation, sleeping arrangements, toilet conveniences, etc., not because a complete report is expected of us, but because the man or woman whose problem we are trying to understand and help to solve is vitally affected by these things. They bear a direct relation to his past, his present and his future. The method we employ in a given case should not necessarily be the one that happens to occur to us first; it should be chosen because we have reason to think it will bring the best results. It represents a conscious taking of heed in the matter.

3. Inaccurate information is practically valueless or positively harmful in a social history. So often one stops short just a step too soon. Go on, and you get a clear view of the situation; stay where you are, and there is nothing but haziness about you. You must follow up your clues. A woman tells you she has had a great deal of sickness. You do not find out how long ago the illness occurred, how and by whom she was treated, what hospital care, if any, she received. You expect to be able to make a plan for her future treatment without any idea as to how she reacted to treatment in the past. Or she gives you the name and address of an attendant physician, and you get it almost right but find later that your information will not identify. Before you are prepared to make any plan in a given case, you must have both complete and accurate information. With your deep realization of this comes a very real change in your attitude as investigator. You lose the feeling that you are intruding, in your interest in a human relation.

4. In most cases our getting results is dependent upon a great amount of questioning and record writing, of use of the telephone and the postman, and it is fairly easy to confound effort made with results obtained. Whether the two are even closely related depends upon the competency of the worker. Has she the skill to get a complete statement of the situation, the wisdom to interpret it, and the power to act according to a well-conceived plan, then there will probably be little wasted energy. She will be saved the only too common experience of filling her days full of comings and goings which, because they do not definitely lead to an accomplished goal, are meaningless.

# San Francisco Relief Survey

This latest volume of the Russell Sage Foundation comes just in time to aid the charity organization workers who have been summoned to the relief of Omaha, Dayton, Columbus and the flooded valley of the Ohio. It is full of practical suggestions about the detailed handling of great disasters at every stage, from rescue of the injured and homeless to the rehabilitation of families and industries. To institutional members of the Red Cross it will be an invaluable guide in all their emergency relief work from now on.

## CONTENTS

ORGANIZING THE FORCE AND EMERGENCY METHODS.—By Charles J. O'Connor, Ph.D., Secretary Board of Trustees of Relief and Red Cross Funds.

REHABILITATION.—By Francis H. McLean, Secretary American Association of Societies for Organizing Charity; superintendent for the Rehabilitation Committee.

BUSINESS REHABILITATION.—By Helen Swett Artieda, resident, People's Place Settlement, San Francisco; Secretary Business Committee of the Rehabilitation Committee.

HOUSING REHABILITATION.—By James Marvin Motley, Ph.D., Assistant Professor of Economics at Brown University, formerly at Leland Stanford Junior University.

RELIEF WORK OF THE ASSOCIATED CHARITIES.—By Jessica Peixotto, Ph.D., Asst. Professor of Economics, Univ. of California; member Central Council, Associated Charities of San Francisco.

THE RESIDUUM OF RELIEF.—By Mary Roberts Coolidge, formerly Associate Professor of Sociology, Leland Stanford Junior University; reviser of Warner's "American Charities."

SOME LESSONS OF THE RELIEF SURVEY. APPENDICES.

8vo. 510 Pages. 80 Striking Illustrations. Large Map. 123 Tables.

Price, Postpaid, \$3.50

**SURVEY ASSOCIATES, Inc.**

Publishers for the Russell Sage Foundation  
105 East Twenty-second Street, New York



# CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF  
CHARITY ORGANIZATION SOCIETIES BY THE  
CHARITY ORGANIZATION DEPARTMENT

OF THE

RUSSELL SAGE FOUNDATION, Room 613, 105 E. 22d St., New York

MISS M. E. RICHMOND, DIRECTOR

FRED S. HALL, ASSO. DIRECTOR

MISS M. F. BYINGTON, ASSO. DIRECTOR

VOL. IV.  
(NEW SERIES)

JUNE—JULY, 1913

Nos. 7 & 8

## CASE HISTORY SERIES

### CASE X

#### THE PAULDINGS

CONDENSED SUMMARY OF FACE CARD. Caroline Paulding, 35, and Albert, 41; *man* Canadian and a dentist, *woman* from South Carolina; one child, Saul, aged 9. *Rent*, house of 6 rooms, \$12 a month; later 3 rooms, \$6 a month. *Relatives*, man's brother and two sisters in Ontario, woman's father and stepmother in South Carolina, and married sister in Virginia. *Other references*, family doctor, man's lodge, principal of Saul's school, dental company. As a large part of this family history is developed by the correspondence in the case, most of the letters are reproduced and the write-up is not. A newspaper item of Feb. 1, 1909, states that Dr. Albert Paulding, a dentist of X—, had been stricken blind and removed to a hospital the day before. Loss of sight had been caused by drinking wood alcohol. The Charity Organization Society of X— was asked to visit his home. It was found that the wife was a victim of some drug habit and was also in need of medical care.

Feb. 10, '09. Letter to MR. WILLIAM PAULDING, Taunton, Ont.:

We regret that we have to write that your son, Dr. Albert Paulding, a few days ago was taken to the City Hospital suffering from the effects of wood alcohol, which he had unfortunately been tempted to

20 use, and the doctors now fear that his eyesight is permanently lost. The situation is rather a serious one, as the wife is unfit to take charge of the house, and for a while will need some care herself. In the meantime, we hope to arrange for Dr. Paulding's admission to the Institute for the Blind as a pupil, as in this way he will be taught to become self-supporting, and Saul, his seven-year-old son, will be provided with a home temporarily. Will you kindly let us know what the attitude of the family is regarding the child's care, and whether he could find a permanent home with his father's relatives if an arrangement of this sort has to be made.

30 Thanking you for any suggestion which you may give us in the present need, we are, etc.

Feb. 12, '09. Letter to MISS BESSIE PAULDING, Ackland, Ont.:

You may have already been notified of the unhappy accident which resulted in the loss of sight to your brother, Albert, a resident of this city; but we were asked by his wife here to communicate with you. We understood that Mr. William Paulding was your father and so addressed the letter, but later learned that we had been misinformed and that he was your brother. Mr. Paulding here is permanently disabled, and it has been suggested that he be placed under the care of the  
40 Institute for the Blind to learn a trade whereby he might become self-supporting. His wife, however, said today that she thought you would be better satisfied to have them all come to you. Mrs. Paulding needs care herself, and the doctors advised that she enter some institution here for treatment. If, however, you all feel that you would rather make some arrangement, we would appreciate hearing from you regarding this. There is but one child, as you perhaps know, a boy of seven years. Temporarily your brother is in the City Hospital, but as they have done all they can for him, it is necessary to make some other arrangement for him as soon as possible. Thanking you for an early  
50 reply, we are, etc.

Feb. 19, '09. Letter from MISS BESSIE PAULDING:

I am in receipt of your letter conveying to me the painful intelligence in reference to my brother.

His wife must have some mistaken idea in regard to my situation. I am a teacher in a ladies' seminary. I have no place into which to receive my brother's family, being without a home.

If my brother can learn some trade by which to support himself, it is best for him at least for the present. I will consult others of his relatives, and if they decide on any course of action regarding him will  
60 communicate as soon as I know the decision.

I am pained more than I can tell at the outcome of my brother's life. I would be greatly obliged to know more in detail of his condition and of the accident leading to this final disaster.

Feb. 23, '09. Letter to MISS BESSIE PAULDING:

In response to your letter, dated the 15th, we are afraid we can

give you little information regarding your brother's life prior to meeting him a few days ago. He practiced dentistry for some time in this city, and some months ago came to a suburb of our city to accept a position with a dental company. He, however, remained there a short time  
70 only when he opened an office for himself. His practice, however, has grown less and less and he was practically without work when his eyesight was destroyed.

It is well known to the community that both Dr. Paulding and his wife have been most unwise in the use of intoxicants and drugs, and upon the examination of two physicians just a while ago it was thought advisable to have Mrs. Paulding take treatment in a sanatorium. We planned this for them, Dr. Paulding to board near the Institute for the Blind and take the training there, and Mrs. Paulding to go to an institution; but since Dr. Paulding was discharged from the hospital some  
80 days ago, they have both stoutly refused to accept this care.

They were visited yesterday and said they were getting along very well, but we do not know who is providing for them. We wish heartily it would be possible for Dr. Paulding's relatives to make some permanent provision for the boy Saul, seven years old. Dr. Paulding and his wife are both apparently devoted to the child, but excessive use of drugs has made it unwise for them to keep the child in their care.

We regret exceedingly the necessity to write you this painful news, since you are so far from him and unable to remedy the situation. The people who know both your brother and his wife best insist that it is  
90 not well for them to continue the home, and the sooner they are persuaded to change their present mode of living the better.

If there is anything we can do for you we would be glad to do it.

Feb. 24, '09. Letter from MISS BESSIE PAULDING:

I enclose a letter to my brother's wife, which I wish her to read to him. It gives the details of reasons why no relief has been sent to him. The thing is impossible under the circumstances in which the different members of the family find themselves placed. We cannot send for him. He could not be cared for if he were here. If he can be placed in the Institute for the Blind, he can make himself useful there.  
100 He is fond of children, he has a great deal of mechanical ability. He ought to be able to turn these gifts to account there. At a later date we may be able to assist him somewhat.

This has been a year of grievous disaster to us in many ways. I thank you for information in regard to my brother. No letter from him has reached me for several years. If your time is not already too much occupied, I would be very grateful if you will write me the nature of the accident with which he met, and what arrangement is made for him.

May 1, '09. Letter from MRS. I. A. CANFIELD, Pomfret, Ont.:

110 No doubt you will think strange in another of Mr. Paulding's family writing to you regarding his condition, but I am some distance

- from Miss Paulding, and have only just had a few fragments of what you have written, and only got what I have on Saturday last. I gather from her short letter that he has attempted to take his life. Am I correct? And will he probably not attempt to take it again? Was drink or poverty the cause? Is he in a reform home, a hospital or where? Is he a confirmed drunkard? And do you see any conditions that would reform him? As I understand, he will not be separated from the child. Is he strongly attached to his wife also? You may think these questions strange, but I have never known before where to find out anything about him; did not know if he lived even. He visited me just before he left Ontario, and we had never lived other than pleasantly, and I have never had the remotest idea why he never let me hear a word from him. I heard this second marriage discussed in a hotel once, but thought it only rumor, and had no way of finding the truth. He had been married quite a number of years before his first wife died, and to all appearance his character seemed established, and the news is a great shock and surprise. However, I have decided to help him if I can. I am not able to go to him. I am the eldest of the family of which he is the youngest, have been a widow for a long time, and am very delicate; but if he could come here I could keep him or I could keep the child; but feel the three would be too great a task. I could not provide for them there. What caused the blindness? Is there no hope that he will ever see? It's a cruel thing to separate a family under normal conditions, but sometimes it has to be for a time at least. How old a woman might his wife be? And could she not find some means of supporting herself for a time and he and the child come here? He has a soul and I hope to know that it is not lost. Advise me what would be the best thing to be done as you see things. Are you a friend, a nurse, a missionary or Sister of Charity? Excuse the inquiry. Do not lose sight of him until I can hear from you. If I should write him, would it be wise? Is he with his family or not? Write me plainly whatever you can of his present circumstances and past life. Nothing more you can say will hurt me more than what I already know. I have decided to help him if I can, but that will not be by sending money there. Can you tell me how you found his people and why would he not write us himself? Nothing has ever come to us as a family in many generations like this, and I cannot think he has the rational thirst for drink that makes drunkards,—some strong outside influence, poverty or a weak character, must be at the bottom. Tell me particularly the cause of the blindness, and if there is any hope that it might not be permanent. Hoping to hear from you soon, I am, etc.

May 1, '09. Letter to MRS. CANFIELD:

Your letter, which was received this morning, came at a most opportune time, as the conditions in your brother's home have really grown worse instead of better, and it is very necessary that some definite arrangement be made for his and his little boy's care, as well as for his wife.

In January our attention was first called to your brother by one  
160 of the neighbors. Upon our first visit we found that he had just been taken to the City Hospital desperately ill. It was later learned that this illness was due to wood alcohol which he had taken, whether with suicidal intent or not we have never learned, but we are led to believe that it was because he had been using other things and perhaps just at that time was tempted to take it as there was nothing else at hand.

His wife is considered insane by the doctors who attended her, her condition due to the use of drugs which she will get, if possible, and which she evidently has been using for a number of years. The woman is mentally and physically a wreck, and should have been placed in an  
170 institution some time ago. She is about thirty-five years of age, but we are sorry we can give you nothing of her history.

At the time that your brother was carried to the hospital an effort was made to place her in an institution, and letters were addressed to her people in the South, where she said they still lived, but no answers at all have been received to these. In the same way we secured the addresses of Dr. Paulding's relatives, and we then thought if the home could be broken up it would be better, and hoped that we could get in touch with some relative who would be willing to offer this. The doctor who attended Dr. Paulding felt his case a hopeless one, because  
180 eyesight lost as his was is rarely ever regained. At present he can distinguish light from dark and sees vague shapes, but that is about the limit of his vision.

You asked if Dr. Paulding was fond of Saul, his little boy. The tie between them has been a real obstacle in helping him to adjust his need here, as he was unwilling to be separated from the boy.

Just after receiving your letter this morning, the physician who has been looking after the family came into the office to say that it would be necessary to commit Mrs. Paulding to an institution, as she was in a most critical condition and he was afraid that she would attempt to  
190 kill either herself or some member of her family; consequently we will take steps immediately to have her placed in one of the state institutions, and if you will let us know when we can arrange for your brother to join you, we would appreciate it.

The lodge of which he is a member has been helping them out since he became blind, but frankly they did that against our wishes, as we felt sure as long as even a small income was given them they would continue to live under the old conditions. Now they have decided to withdraw it and something definite will have to be done.

Will you arrange transportation through us? We are more than  
200 willing to help do what we can, as we have been exceedingly interested in the family.

May 7, '09. Letter to REV. ELBERT FARRIDAY, Camden, S. C.:

For some time we have been interested in the family of Dr. Albert Paulding, a dentist of this city, whose condition is now rather critical owing to the loss of sight in January of the present year. He charges

it to a mistake, but those who know him best know that both he and his wife have become addicted to the use of drugs, and that owing to this habit he suffered the loss which the doctors think will never be repaired. The effect of the drug upon Mrs. Paulding was entirely  
210 different, and she has recently been committed to a state institution because of her nerves.

Mrs. Paulding was born in Camden, and from her we understand that her father, Thomas Usher, and his family still live there. One of the officers of this neighborhood wrote to Camden, when it was first learned that Mrs. Paulding's condition was so serious that institutional care was needed, but he has had no response to his letter. Do you think it would be possible for you to get in touch with Mrs. Paulding's father if he still lives at Camden and ascertain his mind about the care of his daughter?

220 The family here consists of Dr. Paulding, his wife and one boy, nine years old. As the doctor's loss of eyesight has made him entirely dependent upon friends, he is not in a position to do anything for either his wife or child and perhaps never will be. If there is any information which you can secure for us or any suggestions which you might make which would help us in the present difficulty, we would greatly appreciate it.

May 9, '09. Letter from MRS. CANFIELD:

Your letter at hand, and I hasten to reply. I have consulted with my family. Miss Paulding, to whom you wrote, says, "Never mention  
230 my name to her again." The brother has nearly the same attitude. Miss Paulding gave him \$1000 when he first went to your city, thinking she was helping him to his chosen work, and the outcome of his life is more than bitter to her. So I shall never mention him to either of them again. I, therefore, stand alone as far as my family are concerned, and whatever I undertake I must try and be equal to it. I have not yet told my children, and as his own family will do nothing, and my failing health may leave me in some degree dependent upon my children's kindness, I must inquire of you further before I take the burden upon me. If I take him, how long could I keep him here before it would be  
240 impossible for him to enter an American home for the blind? Being now an American citizen, he could not enter any home here, and my property when I am done with it is beyond my control, and my children might not assume the care of him. I think the child need not fear, if he is at all nice. The lodge of which he is a member, will it continue an allowance should I assume his care? What is the transportation charge? If he has any household goods, he must dispose of them, and help himself as far as he can.

I will know the strength of the opposition from my children by the time I hear from you again, and will answer you immediately.

250 Thanking you and your associates for every kindness to my brother, I remain, etc.



May 9, '09. Letter to MRS. CANFIELD:

260 In reply to your letter received this morning will state that there is no place in this city where Dr. Paulding could receive free care because of his blindness. We have institutions here which will take charge of minor blind people and train them for useful work, but when trained they are expected to become self-supporting citizens in spite of their affliction. The lodge of which Dr. Paulding is a member may or may not continue an allowance, but we think it hardly probable, as this care is supposed to be for a certain season and not an indefinite period. As to his household goods, he had very little remaining when his home was broken up, consequently little is to be expected from that quarter. The few pieces which he possessed we think he has already disposed of.

If Dr. Paulding applies himself he may make himself able to provide a certain income, but could not do this without special training, and your institutions there could as easily do that as here. . . .

270 We have not been able to communicate with Dr. Paulding's lodge members about his fare, but feel reasonably sure that they would be willing to help with it if we could assure them that a home awaited Dr. Paulding among his relatives.

May 12, '09. Letter from REV. ELBERT FARRIDAY:

I have received your letter inquiring about Mr. Thomas Usher, father of Mrs. Albert Paulding. I located Mr. Usher and this morning called at his home. I did not see Mr. Usher, as he works all night and had retired for his rest; but I saw Mrs. Usher, stepmother of Mrs. Paulding, and through her communicated with Mr. Usher.

280 This is the result of my visit. Mrs. Usher promised to write you at once. They cannot see their way clear to do anything for the present. They have known of the drug habit for several years and tried in vain to get them to stop it. They will take the little boy and rear him, and will do this cheerfully. The Ushers are good, substantial people, and have a comfortable home. However, they work hard for everything they have, and are in no condition to take care of one in the condition of Mrs. Paulding, and think that she may as well remain, at least for the time being, in some institution there.

May 12, '09. Letter from MRS. THOMAS USHER, Camden, S. C.:

290 Rev. Elbert Farriday brought us your letter this morning, and we are very sorry things have reached such a climax; but we knew such would be their condition, and you do not know how very sorry we are. Won't you please write us all about Caroline (Mrs. Paulding), about her mental condition and her address? We know the cause of her breakdown, but we were powerless to break the habit. We cannot do anything for Dr. or Mrs. Paulding. It is better for them to stay where they are; but we will take the boy, little Saul, if you will send him here to Camden at your own expense. We will receive him, and try to make him comfortable and happy.

May 13, '09. Letter from MRS. THOMAS USHER:

After consideration I find that we cannot care for Dr. Paulding's  
300 little boy. Mr. Usher is now sixty, and we are dependent on his salary for our support, and if he continues to fail in health, he will not be able to hold his job much longer, and then we would have to find the boy a home somewhere. All the care of the child would depend on me, and I am afraid at his age, I cannot manage him. My health is very poor lots of days, and I can hardly get around at all, and if Saul is as unruly as his mother was, it would be simply an impossibility for me to undertake the task of raising him up a sober, industrious man, even if I saw my way clear to do so. You will have to get a good home somewhere through the Children's Home, or what other  
310 means you have of making such arrangements. I am awfully sorry, but we cannot under the circumstances do anything for him, and if he goes to the bad, I would feel myself responsible, when I know we can not do it. Get him somewhere where there is a man to manage him, then he may be a good useful man. Please let me hear from you. I want to keep in touch with them all. I do sincerely trust that you will understand my condition and do the best you can for the little boy. Hoping to hear from you at your earliest convenience, etc.

May 13, '09. Letter of acknowledgment to REV. ELBERT FAR-  
RIDAY.

320 May 17, '09. Letter from MRS. CANFIELD:

Your letter received. I now beg to say I have had time to think in a more collected way, and come to better conclusions than when I wrote you at first. I may not be altogether accurate in my knowledge, but two years ago, I think about the following was the connections which would be best for Mr. Paulding to take. [Here follow careful instructions as to trains, making of connections, etc.] I am sending you enough to pay necessary expenses as I now understand them. If his lodge will pay some part, you can return any balance to me at my expense. I should be more than glad to leave it for your Association,  
330 but I am taxing my own income to its limit in taking him and his child. Thanking you more than I can tell you for what you have done for my brother, I am, etc.

May 17, '09. Letter to MRS. THOMAS USHER:

This morning upon visiting Dr. Paulding to tell him: we had received a letter from his sister in Ontario, we found that your daughter from Alexandria, Va., had called Saturday and carried Saul back with her. Not knowing either her name or address we were not able to communicate with her directly. Dr. Paulding's sister wishes him to come to her with Saul, and would have liked us to have him leave this evening,  
340 but of course it was impossible. Now we should like him to leave here Thursday evening. Will you communicate with your daughter at once and tell her of this arrangement? We regret very much that we were

not able to see her when she was in X—, as we could have then learned her address and just how long Saul was going to remain with her. Thanking you for sending this message on at once, etc.

May 22, '09. Letter from MRS. THOMAS USHER:

Yours of the 17th just at hand. Also a note from Dr. Paulding. I am so glad he has heard from his sister. I wrote my daughter in Alexandria and she went to see Dr. Paulding. She is Mrs. Paulding's full sister. I am their stepmother but they are very dear to me. The address you want is Mrs. L. C. Garrison, 610 Fourth St., Alexandria. I would come on to see Dr. Paulding if I had time to reach him before he leaves. I wish you would send me his address when he reaches Ontario, also I would like to have Mrs. Paulding's address. I am going to look after her, and if she gets well I shall take her home. I shall come to see her in the near future. I am so sorry they did not come to us. There was no reason why they should be in such straitened circumstances, if we had only known. We have not heard anything of them for nearly three years, and from time to time we made inquiry for them; but could find no trace of them. We have a nice comfortable home, and they could have been here with us if they only would. I thank you very much for finding us and the kindness you have shown our erring daughter. I shall hope to hear from you again soon, and if Dr. Paulding got off as he hoped.

June 4, '09. Letter from MRS. CANFIELD, Pomfret, Ont.:

After your efforts in finding my brother's relatives, I think it only courtesy on my part to write you that he arrived safely in due time; found someone ready to assist him in the necessary changes, and is now comfortable. Saul is in school and seems rather a desirable child. My brother seems very much the same as when he left us. . . . I would think as I observe my brother that it will be a long time before he sees, although he seems to be very hopeful. He has a good appetite, and says he rests much better here than he has for a long time.

Thanking you and your associates for your kindness in this case and consideration; such work is worthy of our best wishes for its advancement, I am, etc.

June 5, '09. Letter to DR. LATIMER, X— Hospital for the Insane:

A short while ago Mrs. Caroline Paulding was admitted to the X— Hospital for the Insane as a patient. At that time we asked that in the event of any change in her condition we be notified. Within the past two weeks, however, the home conditions have been readjusted here, and her husband, Dr. Paulding, and his child have gone to relatives in Ontario. Mrs. Paulding's mother, however, Mrs. Thomas Usher, Camden, S. C., would like to be notified of any change that might take place regarding their daughter, and in the event of her leaving the institution wishes to be notified, as they want her to make her home with them when she is discharged.

Oct. 4, '09. Letter from DR. LATIMER:

I am writing to you in reference to Mrs. Caroline Paulding who was  
390 admitted to this Hospital early in the spring for the morphia habit. Mrs. Paulding has fully recovered and is able to leave the Institution. She is anxious to get away and I am also anxious that she may leave, in order to accommodate another patient in her place. I have written to Mrs. Paulding's mother, Mrs. Thomas Usher, of Camden, S. C., but she absolutely declines to render any help or to give her a home. Her husband, Dr. Paulding, is also unwilling to care for her. His sister, Mrs. I. A. Canfield, of Ontario, writes me that he is blind, and is unable to earn a livelihood, and that it would be impossible for her to support both Dr. Paulding and his wife.

400 Mrs. Paulding is a capable woman, and I think she could earn a living if she were given an opportunity and had someone who would look after her and give her moral support, after she leaves the controlling hand of the Institution. Would you kindly let me hear from you on this point.

Oct. 4, '09. Letter to DR. LATIMER, promising to take up the matter.

Oct. 6, '09. Letter to MRS. USHER:

We have just received a letter from Dr. Latimer, Superintendent of X—Hospital for the Insane, where Mrs. Caroline Paulding has been  
410 for the last few months. He writes us that he thinks she has entirely recovered and would be capable of self-support in an atmosphere where she would have a moral support. We have your letter on file stating your willingness to give her a home when she became fit to leave the institution. Will you kindly let us know what your wish in the matter is. We think there is no probability that her husband will ever be able to do anything for her, as he himself is helpless and a charge upon his family, who are also looking after the little boy. Thanking you for an early reply, we are, etc.

Oct. 6, '09. Letter to REV. ELBERT FARRIDAY, stating situation  
420 and asking his help in persuading Mrs. Usher.

Oct. 6, '09. Letter to ALEXANDRIA C. O. S.:

Will you make a visit for us in the interest of Mrs. Caroline Paulding, who for some months past has been a patient at our Hospital for the Insane. Mrs. Paulding's husband, Dr. Albert Paulding, a dentist, is hopelessly blind, and his relatives in Ontario have taken him and his little boy home with them, but feel unable to make any provision for the wife. At the time of Mrs. Paulding's commitment, however, we were assured by her mother, Mrs. Thomas Usher, of Camden, S. C., that upon her recovery her family would be glad to take Mrs.  
430 Paulding home. Now that the Superintendent of the Hospital thinks Mrs. Paulding fit to leave the place, and, with the moral support of

friends, capable of self-support, we learn that Mrs. Usher has changed her mind and can offer no home to her daughter.

We are hoping that a visit to Mrs. L. C. Garrison, 610 Fourth St., Mrs. Paulding's sister, might be helpful in reaching some decision as to what we must do for Mrs. Paulding, as Dr. Latimer, the Superintendent, assures us that Mrs. Paulding's bed is needed for another patient and he would like to have her leave the institution as soon as possible. Thanking you for your help, we are, etc.

440 Oct. 10, '09. Letter from MRS. USHER:

Your letter of the 6th just received, and I will say that I am not unmindful of the fact that I wrote you some time ago stating I would take Caroline to my home. But I thought best to investigate her conduct the past few years, when she could of her own free will, been a respectable law-abiding woman, or sink to the slums where she did, and she choose the latter. With that object in view I made a trip to X— in July, looked up her old haunts and associates, and you know too well what the result was. I determined then and there, that under no circumstances will I ever let her live in the same house with myself.

450 She is not well, every other word she spoke to me, when I saw her was accompanied by an oath and she told me any number of falsehoods the short time I was with her. If Dr. Latimer thinks her safe and capable let him put her in some respectable home and work for her living. Certainly some where in your State there is an atmosphere where she would have a moral support, and if she is willing and anxious to make something of herself, it is not too late. My wish in this matter is that she stay just where she is, there is absolutely nothing in her and no one less than the all Mighty can make something out of nothing. But if the Hospital authorities overstep their bounds, and send her on  
460 to me, I will most certainly turn her over to the police.

Trusting I have expressed myself satisfactorily in this matter I beg to remain, etc.

Oct. 10, '09. Letter from ALEXANDRIA C. O. S.:

Your letter received yesterday regarding Mrs. Caroline Paulding and asking that a visit be made to her sister, Mrs. L. C. Garrison, who lives at 610 Fourth St.

Our visitor reported this morning that Mrs. Garrison's husband is a stone mason and is now at work at Westport. They appear to be in moderate circumstances. Mrs. Garrison lives in a small house and  
470 does not take roomers. She states that Mrs. Paulding's condition was due to the fact that she took morphine and cocaine constantly and that she would be afraid to take her into her home as she might become insane again and also because she could not prevent her getting the drugs that she uses. Mrs. Garrison promised to write today to her mother in Camden, S. C., whom she thinks she might be able to persuade into taking Mrs. Paulding.

First Mrs. Garrison said she would be unwilling to help her sister but later promised to write her husband and find out just how much they could give toward Mrs. Paulding's support. She promised our  
480 visitor to let her know by Tuesday next what she is able to do and I will write you further at that time.

Oct. 12, '09. Letter from MRS. GARRISON to Alexandria C. O. S.:

In regard to your request of my letting you know what arrangements has been made in regard to Mrs. Paulding, I would just state that as far as I am concerned, it will be impossible for me to do any thing for her. My husband does not feel able to take any responsibility on him for the winter and as he does not have full time in the winter months, it is all we can possibly do to take care of ourselves. I therefore could not expect him to do any thing that he does not feel able to do. As to my brother or mother, I could not say what they would  
490 be willing to do for I have not received any answer to my letters. I sent them Friday. I can only speak for myself and that is very plainly that I am not able to do any thing whatever. It is all we can do to take care of ourselves.

Oct. 15, '09. Letter to DR. LATIMER:

Since writing you on the 4th we have communicated with Mrs. Paulding's relatives in Alexandria and South Carolina and from both we have received very plain statements regarding their attitude to her. They positively refuse to receive her into their homes, as Mrs. Paulding's  
500 stepmother declares she has learned since she made her promise that Mrs. Paulding's life for the last few years has been such that she does not feel justified in receiving her into her home.

As it would be deplorable to have her come out and probably drift back into her old mode of living, we would be glad to do anything which you think would be advisable. Having had her under your constant care for some months, you could speak more definitely about her ability than anyone else. Is there any plan which you think might be followed out if her relatives still insist that they will have nothing to do with her? It is hopeless to think of her joining her husband's  
510 people as they insist that, in caring for their brother and his child, they have assumed all the burden they feel justified in taking upon themselves. Could a minor work position in an institution be secured for her where she would in a sense be protected from herself and earn enough to meet her expenses? Thanking you for any suggestion which you may be able to give us, we are, etc.

Oct. 17, '09. Letter from DR. LATIMER:

I am in receipt of your favor of the 15th inst., and regret that no arrangement can be made with Mrs. Paulding's family to care for her and put her in a position to earn a living when she is released from the  
520 Hospital. There is nothing I know of that I could offer her, nor do I know of any institution that would be willing to try her. It would

be necessary, of course, for me to tell them that she has been a patient here, and they would object on that ground.

Mrs. Paulding is willing to do anything to earn a livelihood, even work of a menial character. I suggested to her that she might obtain employment in a shirt factory, where she possibly could earn a living after she had become experienced. Of course, this would be impossible at the start, and she has no money or clothing to carry her on, even for a few days. Do you think it possible to get her family in South Carolina to advance her say \$25, so she could purchase clothing for her immediate needs, and have a small sum to maintain her until she could get on her feet? I would, therefore, suggest that you write to her people in reference to this matter, if you think it wise.

In the meanwhile, if you hear of anything suitable for her in the way of employment, I shall be very glad to take up the matter with you.

Mrs. P. is capable of earning a living, is not lazy or vicious, and it would be a great blessing to her if she could find proper employment and be released. Her husband writes me that he thinks later on he can raise sufficient funds to send for her to come to Canada, and  
540 provide for her in the future.

Oct. 18, '09. Letter to SISTER SUPERIOR, ST. MARGARET'S P. E. HOME, Rivington, N. J.:

In a talk with Sister Superior of Holy Comforter P. E. Home, this city, she suggested that we write to you to know if it is possible for you to take a woman in whom we are interested. She is married but her husband and child are being cared for in Canada. Her husband having lost his eyesight some months ago cannot care for himself, and his relatives feel that in looking after him and the little boy they are doing their full share. This leaves the wife, Mrs. Paulding, in a sense  
550 homeless. For six months now she has been treated in X— Hospital for the Insane for the morphine habit and the physician there says she is now able to become self-supporting if the proper moral support can be given. We thought if she could be given a trial in some institution where she might earn a reputation for herself, it would be better than letting her take a position outside. She is about thirty-three years of age and should be very helpful. If you think you could take her into your home, will you kindly let us know.

Oct. 20, '09. Letter from SISTER MARY, ST. MARGARET'S P. E. HOME:

560 Will you kindly tell me something more of Mrs. Paulding. What can she do? Has she ever had any position? And would she be willing to come with certain restrictions until we felt she was fully cured of her drug habit, and could be trusted to go about alone? I think we could fit her in if she is willing to come on trial for a couple of weeks or possibly a month. We could then see where she would fit in.

Oct. 21, '09. Letter to DR. LATIMER asking about Mrs. Paulding's capabilities.

Oct. 23, '09. Letter from DR. LATIMER:

I am in receipt of your favor of the 21st inst., and in reply will  
570 state that Mrs. Paulding seems to be perfectly satisfied to go to New  
Jersey and enter the Home under the jurisdiction of the Sisters.

Mrs. Paulding seems to be an all-round, capable woman, but she  
has no special attainments. Her chief forte is nursing. She has had  
some experience in that and seems to be fond of it. She is also able to  
do general housework, if necessary, but is not much of a cook or an  
expert in sewing. She is an industrious woman, and I am sure she  
will do anything to improve her condition. If this is satisfactory to the  
Sisters, please make the arrangements for her to enter at once, and let  
me know any further particulars in the matter.

580 Oct. 23, '09. Letter to ST. MARGARET'S P. E. HOME giving  
above facts.

Oct. 28, '09. Letter from ST. MARGARET'S P. E. HOME:

We will be glad to take Mrs. Paulding and place her as may seem  
best after trying her for a week or two. She may come at any time.

Nov. 15, '09. Letter to ST. MARGARET'S P. E. HOME:

This morning's mail brought us a letter from Dr. Latimer stating  
that Mrs. Paulding will leave this morning for St. Margaret's Home.  
We will be very much interested to know how she adapts herself to  
the life at the Home. We hope this move will prove a wise one and  
590 that Mrs. Paulding will eventually become a self-supporting woman.  
If, after a trial with you, you feel it has not been the best thing to do,  
kindly let us know at once.

Jan. 25, '10. Letter from SISTER MARY, ST. MARGARET'S P. E.  
HOME:

When Mrs. Paulding arrived, her idea was simply to get her placed  
in Rivington as she couldn't in X— because she was known.

We were surprised to find that she was a Roman Catholic. She  
told us after having been to mass on Christmas with a Roman Catholic  
woman that the priest wanted to see her the following Saturday. She  
600 returned completely dazed, although she was supposed to be entirely  
cured of the morphine habit. The woman who went with her said that  
on Christmas morning she didn't see the priest or take communion. She  
has been transferred to the Roman Catholic institution.

Jan. 25, '10. Letter to SISTER MARY:

Your letter received this morning came as a surprise to us. Mrs.  
Paulding knew, as did the doctor, that our idea in sending her to you  
was to place her in a position where she would be sheltered and strength-  
ened until the time when she would be fit for a position which would  
make her self-supporting. That she is a Roman Catholic by faith is  
610 also a revelation, as she told us she was a Methodist and it was through



a Methodist minister in South Carolina that we got in touch with her relatives there, they having been separated from her for some time. We would much like to know to what Roman Catholic institution she has been transferred, as we would like to get in touch with her if possible. Thanking you for your kindness in receiving her and doing for her as you did, we are, etc.

Jan. 27, '10. Letter from SISTER MARY:

I am most sorry that Mrs. Paulding turned out as she did but we found her most unsatisfactory in every way. Two or three days  
620 after she arrived she told me she had only been sent here to find a position as she could not get anything in X— where she was known. She then told me she was a Roman Catholic but had not lived up to it since she married Mr. P. as he was a Protestant. She went on to say she was anxious to get a position as she might at any time be obliged to take her boy. I told her plainly I could not find her employment, that I did not think she had been sent here for any such reason, etc. The week before Xmas she said she was so anxious to see the priest, make her confession and start fresh that I allowed her to go with one of our  
630 workers. Fannie told me later that she was sure Mrs. P. did not go to confession or make her communion on Xmas. She told me a lot of things she said the priest said to her. The second time she went she got morphia from somewhere and came back unfit for anything. We found her very untruthful in regard to her work. She really insisted on going out and said she came of her own free will and must go and find work. As she would go and said she was a R. C., I sent her to her Sisters and they were to look after her and when she was ready find her a place. Her address is St. Cecilia's Home, 13 High St.

Jan. 29, '10. Letter to RIVINGTON C. O. S.:

Will you kindly have one of your workers call at St. Cecilia's  
640 Home, 13 High St., and learn if possible what is the condition of Mrs. Caroline Paulding, who was recently transferred from St. Margaret's P. E. Home to that institution. We have been interested in her for some time, and after being treated at our Hospital for the Insane for the morphine habit she was transferred to St. Margaret's Home with the understanding that, after trial there and training which would fit her for some occupation, she would be given a position. We have recently learned that shortly after going to this Home she openly proclaimed herself a Roman Catholic and on the pretense of going to mass  
650 got in touch with people who helped her with the drug again. As it was impossible to do much with her and she still insisted upon being placed under the supervision of a Catholic institution, her transfer was brought about.

As we are in touch with her husband's relatives, who, when the home conditions became so bad, volunteered to take charge of Mr. Paulding, who is blind, and their little boy, we felt that we would like to know something of Mrs. Paulding's present situation and future

prospect, so that we in turn could let the relatives know. Thanking you for your help, etc.

Feb. 4, '10. Letter from RIVINGTON C. O. S.:

660 In response to your letter of January 29th, regarding Mrs. Caroline Paulding, we would say that one of our visitors called at 13 High Street and saw the Sister in Charge, who stated that Caroline Paulding came to her from St. Margaret's Home. The young woman says that she is a nurse and is making effort to get a position in a hospital as nurse or ward maid. The sisters at St. Cecilia's Home will help her toward a position if possible. Mrs. Paulding has spoken little of herself, but is well behaved and gives no trouble whatever. Our visitor then spoke to Mrs. Paulding, who looked very thin and worn. She said that she is feeling fairly well now and has entirely given up the  
670 use of drugs as she is anxious to get work and to return to her family. She explained that her first husband was a Catholic and she accepted that faith when she married him, but never lived up to it until now. She is in touch with her church at the present time and hopes soon to secure a position through the Sister in Charge or from some letters which she has obtained.

June 3, '13. Letters of inquiry sent to Rivington and Pomfret brought replies that Mrs. Paulding left St. Cecilia's Home in February, 1910, to take a position, address unknown, and has never been heard from since. Mrs. Canfield writes that Mr. Paulding has learned to  
680 read and always has books from the circulating library for the blind; takes no drugs, not even tobacco; looks ten years younger than when he came. Saul has grown to be a strong lad and is doing well in school.



# CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF  
CHARITY ORGANIZATION SOCIETIES BY THE  
CHARITY ORGANIZATION DEPARTMENT

OF THE  
RUSSELL SAGE FOUNDATION, ROOM 613, 105 E. 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR

FRED S. HALL, ASSO. DIRECTOR

MISS M. F. BYINGTON, ASSO. DIRECTOR

VOL. IV.  
(NEW SERIES)

AUGUST—SEPTEMBER, 1913

Nos. 9 & 10

## SEATTLE CONFERENCE NUMBER

### CONTENTS

	PAGE
CASE WORK DISCIPLINES AND IDEALS .....	126
Mary Willcox Glenn	
CASE WORK WITH THE FEEBLE-MINDED .....	135
Charles C. Stillman	
COMMUNITY PROBLEMS IN A GROUP OF SMALL TOWNS .....	139
Clara E. Kummer	
A COUNTY ORGANIZATION .....	145
Miss G. L. Button	
A CONVERT .....	151

## CASE WORK DISCIPLINES AND IDEALS\*

MARY WILLCOX GLENN

CASE work deals with life lived unsuccessfully. Its business is to stir men and women whose situation is markedly unfavorable to move on to a more remunerative plane of effort. Crudely conceived its objects appear as pawns standing ready to be moved from one unshaded square to another on a board conspicuously black and white. They, the men and women, seem to lend themselves to a game of computation—so many persons ranged as living below an accepted standard, so much charitable relief available to move them from the minus to the plus squares. Conceived, however, more judiciously, the objects fail readily to reveal their complex needs or to lend themselves to quick transposition. The game shows itself to be one that is not necessarily to the swift.

Mr. Galsworthy in a recent essay on "The New Spirit in the Drama" illustrates his position "that we are not born connoisseurs of plays" and that "to appreciate even drama at its true value a man must be educated just a little" by describing his own gradual education in appreciation of the treasures of the National Gallery. "When I first went to the National Gallery I was struck dumb with love of Landseer's stags and a Greuze damsel with her cheek glued to her own shoulder, and became voluble from admiration of the large Turner and the large Claude hung together in that perpetual prize-fight. At a second visit I discovered Sir Joshua's 'Countess of Albemarle', and Old Crome's 'Mousehold Heath', and did not care quite so much for Landseer's stags. And again and again I went, and each time saw a little differently, a little clearer; until at last my time was spent before Titian's 'Bacchus and Ariadne', Botticelli's 'Portrait of a Young Man', the Francescas, Da Messina's little 'Crucifixion', the Uccello battle picture (that great test of education), the Velasquez 'Admiral', Hogarth's 'Five Servants', and the immortal 'Death of Procris'. Admiration for stags and maiden—where was it?"

Let us assume that Mr. Galsworthy's analogy has a lesson for us, who admit that we are not born case workers and that we have had to be educated gradually to do our job, but who, collectively, claim to be trying to develop an art in dealing with our fellows. We are building upon our earlier emotional efforts a gradually, very gradually enlarging intellectual effort. We too have felt the stirring appeal of the pathetic figures which to our young imaginations isolated themselves so readily. We too have been baffled by the subtler aspect of the subjects

---

\* An address given in the Section on Families and Neighborhoods at the National Conference of Charities, Seattle, July 7, 1913.

that presented themselves to our quickened minds. We too have learned to test our growth by the ability to range our subjects so as to show the right relation of each to each.

It is not my intention to record the gradual process by which methods of investigation have been shaping themselves nor to consider what a long way we have to travel before we can lay claim to be contributing to the sum of well considered and painfully achieved technical processes in the field of arts. The present BULLETINS of the Charity Organization Department of the Russell Sage Foundation, the bulletins of the former Field Department, and case comments that may be found recorded in the reports of many charitable agencies give more than I could offer in a brief paper, even if I were as well prepared as some others to make the survey of the gains in methods of investigation and treatment, and to estimate the ground to be covered. But I can assert that gains are being made and that as a group we are in a position to recognize our failures and to move forward to a mastery of our field. The rate of our advance and our power to hold a position won will, however, depend with certainty upon our preparedness to measure and to pay the cost. Let me then, if I may, offer some suggestions as to the attitudes of mind which must control us, if we are to be an effective corps in the army of social service.

Perhaps we have to recognize first that ours is a service which makes a demand on our ability to wage a lonely fight. There must of necessity be a sense of isolation in our effort as long as the temper of the times demands that there shall be a quick rendering of the account of accomplishment. Some of you are trying to maintain a standard of case work under conditions which make the fight a daily one to hold to the principles acquired by a slow process of realizing human needs. Your communities are being educated by the daily press to see social situations sharply defined and capable of radical alterations through quickly applied and conceived methods of redress. The plastic public is ready to believe that adequate redress involves merely the passage of some new laws, the creation of some new boards of management or supervision, the appointment of some more officials, the appropriating of larger sums of money, the condemning of old abuses. You, too, know how inadequate many of your laws are, you realize how handicapped are your public boards, how few in number are your officials, how small in proportion to the need is the sum of your appropriations, how contemptible are some of the conditions under which the people in your communities live. But your optimism rooted in a steadying belief in the gradual improbability of people does not accept the prophecy of facile gains. You know from your study of people and from your effort to put into effective motion the extant social machinery how slowly real needs are gauged and how hardly the machine is made to move in the direction of meeting the requirements of individuals. You know, also, that as the public has been brought to see the claims of the poorer classes from a new angle of wants, it has lost sight for a time of the old claims, so that there has been danger of losing ground at one point because the

attack has been shifted to another. Seeing as you do the beauty of the flush which anticipated victory gives to those who see the problem of social advance as simple, not complex, you question the tenability of your position. "Who am I to judge?" you say. "Am I a pessimist, is my faith in human nature lost, should I drop my slowly availing effort to bring through to some better plane of living this mere handful of poorly endowed creatures when the great work of opening of opportunities for the many is to be done?" My answer to you is emphatically "No." There is scope for varied talents in the army of social advance. The mind of the public has to be impressed in many different ways, by many different kinds of method. Progress is never made along macadam roads. I am not criticizing therefore nor minimizing the importance of arousing the common social conscience by varying methods. I am ready to criticize only those who, having enlisted under one banner, through lack of faith or through failure to think their situation through, have shifted their allegiance. If case work be a definite contribution, then we should be ready to suffer our seasons of isolation, suffer not in inactivity, but through intensity of application win a recognition of our place in the general scheme of social work. Loneliness of position is suffered gladly when one recognizes that in quietness is strength won to make the next step forward.

But tenacity in holding one's position must be complemented, to speak paradoxically, by a readiness to shake loose from hard and fast conceptions of methods of work. I was discussing one day this past winter with a small group of fellow workers the case of a young woman who had an illegitimate child that was being cared for apart from the mother. It is not necessary for the purpose of illustration to go into the sordid facts of the young woman's life. They differ in no significant degree from many other stories that workers with individuals are listening to from day to day. But as the facts of this particular case were being carefully reviewed, we found ourselves reaching a decision that seemed opposed in principle to the treatment of mothers with illegitimate children. Our decision seemed to me to become something apart from ourselves, to be wrested from its particular significance, to take on a palpitating identity. This sounds fantastic, but I had a sense at the time of exaltation, a sense of having shaken myself loose from a preconception of the way in which the particular case of a particular type should be treated. It is of no consequence here what our decision was. I might add that it is of consequence that it should not be recorded, lest it should get itself classified and so become a stumbling block of offence. But for me at least that morning's experience has had power to steady. I realize that in our present stage of agitation in favor of ameliorating the material condition of family life and of holding the mother in the home, we may often be called on to reach decisions that may seem to fall out of class and that may put on us the task of defining our reasons for departure from generally accepted canons of treatment. We must recognize that we are free to digress from accustomed lines of action, provided we are prepared to go deep enough with

the individual or the family and to hold on. Variation in decisions is unwarranted only when one is hurried or distraught.

The importance of being ready to recast one's conclusions leads on to another problem of discipline involved in case work, namely that of selection of material for presentation. Selection of types of cases to be given preference in a season of over-pressure is not what is in mind, though that topic is fruitful for discussion. What is in mind is a process of selection of the facts and conjectures held in relation to a particular case which may empower the case worker to select the significant for permanent keeping and reject the insignificant. To acquire the habit of recalling the significant facts and to range them in orderly sequence means to discipline the mind, to lose hold of the irrelevant. Think what our case reading would mean if we were trained to discard much of the ephemeral matter that now burdens our files; the conjectures for instance of the hurried investigator, who in studying her notebook or her memory recalls what constitutes the gossip rather than the verified facts of the case. In our case discussions we are quick to realize the difference between a mere rehearsal of the unrelated facts of a family's situation, and the gathering together by a skillful worker of the various significant facts which taken in relation to each other give style to the particular life which is under review. The stories are the stories of human beings, and our right to constitute ourselves case reviewers depends on our putting our own minds in order so that we may be qualified to review each life with a conviction of its being unique. Such bald classification as worthy and unworthy, helpable and unhelpable, or widowed, deserted, inebriate, unemployed, each falls out of the rank of the previously accepted or rejected for particular forms of treatment when the spirit of the interpreter has made the so-called investigator a selector of the relevant.

But to have a mind free to conceive the problems of the individual as unique means to do one's work intensively. How intensive work opens to the student the range of social complexities is brought home to us day by day. I have in mind three families that were visited this past winter by three students who were doing their field work in a district of a C. O. S. The first case is that of an English woman who married a negro in the West Indies and came after his death to New York with their one child, a girl. As so often happens the woman's reason for application to the Society, temporary financial need, which was easily removable by offer and acceptance of work, was not the significant fact laid bare by the investigation. The knotty problem was, what is to be the future of the child of eleven years? In a city which countenances no intimate social relations between white and colored, what can this child expect life to bring her? She already claims her heritage of white blood, and her mother is indifferent to or careless of the issue. A painstaking interviewing of agencies for care of the negro in the city and of individuals interested throws no light on the situation. And the child stands defiant at any effort to bring her into social relations with children of the negro race. The meditative student is brought to face

the sharp problems of racial maladjustments and incompatibilities by the one picture of the widowed mother and child. The second story is that of an ordinary day laborer, who for second wife has taken a feeble-minded woman. She has borne him one child and she is ill-able to give care to it and to their home, and unfit to look after his three small children by the first wife. Here again temporary lack of work is the reason for entry to the home, but no amount of effort by the man or in his behalf can make the home normal. His attitude towards his home and his wife precludes the possibility of his taking steps or allowing anyone else to take steps to have his wife committed to a custodial asylum for the feeble-minded. One does not lose a sense of the importance of such commitment when it is learned from the physician who attended her at child-birth that she will bear no more children, because the situation is patent to any casual visitor that the home of the mentally incompetent caretaker can but be a sham. The story of the one feeble-minded woman carries the student a long way on the road of realization of what is involved in the fight before the eugenicist and the social moralist.

The third story, that of a man and woman broken in spirit and health, also comes to the knowledge of the society because of temporary loss of work. The entry into the home shows the reason for loss of power to control the situation to be the presence of a feeble-minded, epileptic little child. To this pathetic, repellent little figure are being sacrificed the interests of other children. The mother is bowed to the dust, so that her will to resist the pressure of an outsider to have the child committed to an institution is yielded, but the father, who throughout the day is outside the home, is immovable in his determination to hold the child, and alleges faith in a superstition that as the physical nature suffers change every seven years, the child when turned seven will be freed from the epileptic seizures. There is no force that can make the father place his child in the institution which stands ready to receive it. So here again the student is confronted with the long task that lies ahead and the complexities of the situation. But it is noteworthy that the three students who were confronted by these hard facts of case work have each felt its call. Two have definitely enlisted; the third, a medical student, is making arrangements whereby a group of fellow students may next year be given an opportunity to get an insight, through friendly visiting, into the relations of social to medical work. To accept the discipline of being brought face to face with what is implied in such study of human life lived hard, is to carry an ideal of life's slow adjustments which makes one keen to measure one's abilities by no easier gauge of service.

In the enlisting of the ardent, devoted student lies our guarantee of permanent advance. We have seen in the past how agents and secretaries who were essentially insignificant and lacking in spirit became, to borrow a comment of Ellen Key's on human nature, harder with years. Slowly some of the narrow-spirited are being dropped from the rolls of our force and their place must be taken by those whose increasing



gentleness, still to borrow from Ellen Key, will be characteristic of their notable personalities and mobile spirit. We know how the spiritless workers have stood in the way of advance in public appreciation of what we are driving at, but if we enlist those capable of growing stronger in case work we must encourage a determination to see case work through. There is no possibility of our making persisting gains if we cannot command such allegiance as will make the trained man or woman recognize the need of continuance in service commensurate in some degree with the sense of obligation that rests on the great body of men and women in other professions to continue to make their contribution in the profession which has trained them to serve. Continuity of service is peculiarly needed, it seems to me, in case work, because we have to bring our public gradually to realize that what we have to offer is our maturing judgments as to the reaction of human beings to efforts made in their behalf.

One would not like to conclude one's partial tale of discipline without including that of being "drilled in the give and take school of compromise." There is a disposition to compromise which is of the very nature of death, but there is a readiness to think through the attitudes of a co-operating agency which is instinct with life itself. None of us has shifted his position from one line of action to another because of the realization of the superior claim on common sense of the other worker's position without a compensating gain in the quality of his work. Now this is not necessarily of the nature of compromise, but the spirit is kin to it, and without the attitude of compromise we are liable to grow rigid in our determination to stick to our own conception of principles of work.

What we are driving at is to increase the number of helpful relationships. We surely will fail in our efforts in behalf of people if we cannot learn how the various agencies which are organized to meet the needs of families in their homes can meet need without frustrating each other's efforts. Perhaps on those of us who consider the family as the unit lies the particular task of studying how to come into relation with each other in ways additional to those now offered by confidential exchanges and case conferences and how to co-ordinate our respective work so as to reserve the greatest amount of energy for constructive family use.

One day last spring I was met near my home by an old woman. A small bonnet with the style of a past decade sat squarely on her neatly parted thin gray hair, a long black coat covered her from head to foot, and in her hand she carried a small reticule, which, as she later showed me, held but a ticket to an employment agency which I knew secured work only for the young. She looked at me out of dim eyes and let her story slip off her tongue with the hurried utterance of the man or woman accustomed to beg. She had spent the previous night in a lodging house off the Bowery, she had no money for breakfast, and she dreaded to go to the Charities Building because to seek aid there meant to be sent to the Almshouse. "They have my story written down. I have been in the hospital, I only want work. I am a good cook. I know how

to prepare game, venison, make pastry and cake. I can work, I only need a chance. I don't drink, I have no friends." There it all lay spread before me, a stranger on the street. What was patent was that she had been a decent woman and that she had at one time been a cook in some well-fed household—one could know that much at least by listening to and looking at her. She went with me a little way towards the Charities Building and then she refused to go farther. "I am afeared," she said. She seemed to me a bewildered wraith as I left her. I had refused to give her what she asked and had offered her what she would not take. She knew the city's ways and took her chance to fight a little longer her losing fight. I baffled her, but she baffled me. But in my heart of hearts I knew that to help her one must, in concert with others, have begun long before the time when she drifted into the street. What relationships were there that, taken in time, might have been strengthened? Could her wage-earning years have been lengthened, were there years of careless spending, was the sickness preventable that disabled permanently, was the hospital care such as to give a dread of other institutions, had private agencies carefully considered her needs, should the almshouse awaken so great a dread in the breast of a homeless old woman? Somewhere she should have met, it would seem, the sympathy that makes naked the image of the pain she would have to bear in her dreary old age. A reverent attention to her need somewhere should have preserved her from her pathetic decline into pauperism. She seems to offer at least to us, so remote from her claims, a picture of the demand that lies on us. This demand is in itself an ideal, but it lays its obligation squarely on our shoulders. It is not that we should stand ready to give, primarily, but that we should train ourselves to find. The obligation is to find the capacity in every human being; the fulfillment of that obligation lifts us from the rank of mere jobbers to the rank of creators. To find capacity in many instances is equivalent to creating individuality, and to make the downmost man count as one, to use the late Professor Nash's phrase, is to be doing the business of Christianity.

I visited in the city hospital a red-haired Irishman who was dying of cancer. His wife and children were making, as he knew, a brave fight with the aid of charity to keep his home and theirs. He knew he would never go back to them or it. But he was valiant, and with a patient smile said he did not wish his wife to know how much he suffered, and that when she visited him he was equal to the task of blinding her to the fact. He lost no jot of his individuality in that city ward, and the heritage of his children was his grit.

In thinking back over his gradual decline into what might be termed dependence on charity, I could realize that a charity worker had brought to a study of his problem a quality of sympathy that made her work help to bring to fruition in him and his wife the partially hidden store of self-surrender. The story of the Irish family, with its period of devastating sickness of the breadwinner, and steady holding to work of its well members, rounds into a completeness that gives it the quality

of a spiritual force. One questions which gave most, which took most, the family or the worker. In the face of forces released by real grasp on the principles of the gift one loses all desire to compute. One merely realizes one's ideal of service.

Very briefly to recapitulate: Discipline calls for a readiness to work if need be alone, to be open-minded, to be able to sift the chaff from the wheat, to persist in one's job, to see value in the work of others,—and may I add one more characteristic, to avoid the sin of the Laodicean. Being lukewarm means not only to lose out oneself, but to tempt to loss of faith in others.

In looking back over a period of twenty years one can perceive a gradual but steady growth in the power to realize the task of case work. The long-range review gives one a perspective by which one can appreciate the gains as having collective value. We may claim to be getting nearer the essential facts of family life and to be loosening the grip of the casual, to suffer less from the tyranny of the preconceived, to be keeping more in mind the complexity of the reactions of human beings, and to be seeing with growing clarity the relation between various kinds of efforts to improve family life. We are learning, moreover, that case work need bear no label. In essence it is not preventive, nor curative, nor remedial. It holds no brief for environment nor for heredity. It predicts no speedy fulfillment of social aims. It works slowly, deliberately, to prevent the attitude of man to man being that of "the millstone to the grain," and it bases its work on faith in the individual's spiritual tendency to advance. It offers its findings for common consideration.

I call to mind the exhilaration of sitting in front of M. Bergson and of watching him rather more than of listening to him as with his wonderfully sensitive hands he seemed as he spoke to shape his thesis. His philosophical exposition seemed to be sculptured as with the rough material of words he shaped his convincing *ensemble*. Now very humbly, very tentatively, very falteringly, I conceive of case work as an art gradually being shaped so as to produce something which has a coherent, a collective value. The vital difference, however, between the art of case work and any other form of art is that the medium is human nature, not "words and tones and colors and forms." These may suffer a change under the creative power of the artist, but the quintessence of case work is that it should not create but release, that it should, as a mediator, evoke power. Its honor lies in putting no obstacle in the way of individual advance, its pretension should fall short of acting for another.

It is difficult to illustrate what one is driving at by the concrete instance, but I call to mind young Daly, who may serve my turn. He has lived in a neighborhood which has offered him day by day for the twenty-one years of his life the sight of narrow streets, of little emphasis laid on education, on safeguarding health, on observing laws, or on making provision for the future. He has seen on the one hand lives lived courageously in the face of a demand for daily sacrifices in behalf of

family integrity; on the other, lives lived with careless disregard of family obligations. He has his background of family connections, of church affiliations, of inherited relation of employer to employe. Married at twenty, his habits of mind are confirmed by his wife's, who belongs as he does to the locality, and who has had no training for home-making and has few traditions to fall back on—nineteen and twenty looking out on life from a three-room loft over the stable in which the young husband works, and in which his father worked before him. The sinister fact that brings this young couple into the forefront is that the boy has a tubercular knee, and that, recognized by him or not, there is before him to travel the hard path of the physically handicapped. Poor boy, he must make good, and his wife must make good, and there is a child to make good. The task is theirs. It can be lightened, and it may be made more sure to spell success, but the burden of it must rest on their shoulders.

I was walking not long ago along a crowded thoroughfare with a woman who had impressed me as being to an extraordinary degree socially competent. We had as volunteer members of a committee been discussing the increased cost of living and by way of illustration she said quite simply, "When I was first married my husband made \$14 a week, and for some years we could save regularly one dollar a week, but we can't do it now, though he makes his \$15 and the two children bring home \$2.00 each." Though I had been seeing her from week to week and had learned to know something of the extent to which she gave herself to work for her church and how finely she had reared her children, I had no knowledge until she spoke of how she had made life give her such abundant chance to make good at such small expenditure for the material things. She, too, belongs to the neighborhood in which so many have been offered crutches when their need was to be urged to rise and walk.

As I picture her going about her round of home and charitable duties in the neighborhood in which she was born, her characteristic seems to be content of mind, and in her simple heart she seems to have realized the Kingdom of God.

"Not for us are content and quiet and peace of mind,  
For we go seeking a city that we shall never find."

We must needs suffer disquietude as we prepare to attack wrong and to lessen discrepancies in conditions of living. Perhaps, however, we need at times to listen in silence and to look with the inner eye lest, in seeking for the City of God far away "at the other end of the road," we fail to find it situate in our midst.

---

ONE OF THE BEST THINGS in David Starr Jordan's "Heredity of Richard Roe" (a book that social workers ought to read, though they will not agree with everything in it) is a quotation from Hans Christian Andersen: "No harm to be born in a brick-yard if one has been laid in a swan-egg."

## CASE WORK WITH THE FEEBLE-MINDED— WHAT SHALL BE OUR PLAN OF CAMPAIGN?\*

CHARLES C. STILLMAN

General Secretary of the Associated Charities of St. Paul

NO one knows with any fair accuracy how many feeble-minded individuals there are in our country. If the ratio estimated by Dr. Goddard for New Jersey holds the country over, *i.e.*, one in every 300, we must have approximately 300,000 feeble-minded individuals. Dr. Walter Fernald of Massachusetts thinks there are about 200,000 in the United States, being evidently unwilling to place the mentality of New Jersey on a par with that of Massachusetts. Alexander Johnson thinks one per cent. of our population is feeble-minded.

What are we going to do with the cases coming before us continually? It is a stone-wall proposition. If you place a turnip under hydraulic pressure, even, you cannot get any blood therefrom. The sooner we accept in all earnestness what is now well-established—that feeble-mindedness is arrested development, protoplasmic limitation (usually, at least), that the pedagogical attempt to stimulate supposedly latent brain cells into *normal* action is doomed to failure—we will no longer be trying to order feeble mentality according to a program for normal mentality, trying to make ourselves believe against all sense that there will be success in the experiment. "Once feeble-minded, always feeble-minded" is being coined into a proverb in the mint of scientific research. This has no reference to training and self-support within institutional walls, but in the give-and-take of the world outside.

For example, when a feeble-minded girl is found with an illegitimate child, let us use our last bit of strength if necessary to prevent the well-meaning moralist from marrying the victim to the man in the case, thus making it easier for the repetition of crime under the veneer of marriage, prostituting that holy bond. Eighty per cent. of feeble-mindedness is traceable to neuropathic inheritance.† Let us at least refuse to solemnize the heinous procedure, remembering the probability of feeble-minded offspring. And let us use our last bit of strength, if necessary, to prosecute the male offender, to the end that he get the limit of the law as a measure of protection for other girls of feeble mind and as a warning to males of that ilk. The Grand Jury of Ramsey County, Minn., sitting in June, so it is reported, heard the story of a feeble-minded girl who worked in a boarding house. Nine male monsters,

\* Part of a paper read at the Seattle meeting of the American Association of Societies for Organizing Charity, July 8, 1913.

† "The Feeble-Minded in New York," p. 92.

boarders in the house, it is alleged, attacked the girl at one time in the house where she was working. The hospital social service worker believes the story. The men could not be indicted on the word of a feeble-minded girl—properly so. The nine brutes went scot free, and the girl is at large because the mother chooses to have her at home.

You are familiar of course with the After-Care Committees of England which were formed to assist and keep record of feeble-minded children leaving the special schools. Out of a total of 2746 children, those found to be in more or less regular work (but the average wage of these was small) was 702; 410 were living at home; 520 disappeared completely; 141 were in workhouses; 49 in asylums; 259 in institutions.

Miss X. is on the records of the St. Paul Associated Charities. She has an illegitimate child now three years old. The father of the little boy is married to another woman and has explained the situation to his wife, and both are eager to adopt the boy into their childless home. Miss X. has secured numberless places of employment, but so far as we know has never held a place more than a few days. She is neat in appearance, is devoted to the boy, keeps him looking well, and makes a good impression upon everyone when first interviewed. But she carries the boy around from pillar to post, is not competent to care for him, and never can be made so in all probability. She is now under observation by a mental pathologist, the mental condition of the child is being determined, and the character and circumstances of the father and his wife are being investigated. We will not place that woman out for a day's work, of course. She is being cared for in a private home in the interim.

Once more we must recognize the limitations of certain feeble-minded as to religious capacity. A clergyman once told me that he believed in presenting the claims of his religion to weak-minded people because the Lord often stirred their minds to grasp the significance of duty and allegiance to Him. That clergyman, too, was recognized as one of the mild and sane type. No doubt certain sub-normal minds do so grasp duty and sense the meaning of obedience. But we are on rather dangerous ground right here. Case workers should realize the limitations of this class of individuals in this respect. My theology suggests to me that the grace of God might be expected to work first in the minds of those coming in contact with the handicapped and inspire them to throw all the safeguards possible around the deficient in mind.

A report published by the N. Y. State Charities Aid Association\* cites the case of Paul X., a feeble-minded boy who set fire to his grandfather's house, afterwards to a stable, and was then sent to a reform school for two and a half years. After his release he set on fire, one by one, a row of houses owned by different clergymen, called "holy row," and thereby stirred up an unholy row. Later he burned a house belonging to the father of the district attorney, was caught, and convicted. He spent four years in Charlestown Prison. *He became religious*

---

\* "The Feeble-Minded in New York," p. 32.

and was paroled on condition that he go into another state. He went to New York. Afterwards he set fire to a barn and to the Bayside Yacht Club. He was caught and convicted. He is now in Sing Sing.

That is fine correctional history to be written in the twentieth century. The reform school could do nothing with the feeble-minded boy; Charlestown Prison could do nothing; religion (though it was of the old-fashioned kind—much fire in it) did nothing, in spite of the fact that Massachusetts was beneficent enough to insist that he go to another state (for *his* protection of course, not for its own); and now Sing Sing is trying to make a man with nothing but a child's mind to work upon.

The Y. family is on our society's records. Public relief officials asked the Associated Charities to investigate. The visitor made a naïve entry: "woman a little off mentally." A visiting nurse said she was "insane and not fit to take care of the baby or children properly," and later reported that she was "very much better and thinks she may be all right mentally." She was under observation two weeks at the city hospital, and was pronounced by the doctor "not a subject for an institution." It is agreed now, however, by all (quoting from the record) that she "is evidently of low grade mentally and unable to concentrate her mind on anything." There are five children, three months to eleven years. House is a shack, squatted on a public highway. Juvenile Court Judge has been persuaded to make a personal visit. The family is now up and now down, most of the time down. The court has not acted in behalf of the children. The woman has been accused of adultery. The man is lackadaisical. Efforts have been spent for more than a year to do what no man, woman, society, court, nurse, visitor, demon or angel can ever do, viz., make a woman with the mind of a child act and behave like a woman with the mind of a grown-up. It is time to tack, and push our bark against another breeze.

There is no time to illustrate the difficulties of the work by citation of other types of cases.

I have undertaken, as to the feeble-minded, to estimate their number, to point to the danger to society, and especially to emphasize their limitations, illustrating by the moral sense, industrial capacity, religious perception, and family management.

In conclusion, I would say our problem is to do the best possible in a very unsatisfactory situation, working all the while along the following lines:

1. We must provide machinery to *determine with more accuracy the mental power of our cases*. This is essential. It is the basis of every program. Co-operative effort with psycho-pathologists, mental clinics, legislation to make such examination compulsory for suspected individuals, greater power of observation on our own part—herein lies a road to be traveled.

2. We must make as many individuals as possible self-supporting—this as a paradox to what has gone before, for there will always be borderline cases, who can be led to function in society to a fair degree.

This will be easier when the provision just mentioned is established. "Cast not your pearls before swine," but be mighty sure of your swine, before you dare withhold your pearls.

3. We must work and work hard with parents and guardians to cause them to appreciate the limitations of their feeble-minded children and wards. Here is a field for results.

4. We must agitate for the proper adaptation of our educational system so that the educable may be determined and developed. This opens the question of special classes, retardation, remedial physical causes, etc. The superintendent of nurses in the public schools of a city of about a quarter of a million told me that it would take their whole force of medical inspectors just ten years to visit adequately every pupil in all the schools of that city. This indicates that there is work ahead of us here.

5. We must agitate for compulsory registration of all feeble-minded. This is a corollary to adequate machinery to determine such scientifically.

6. We must seek for such legislation as will make the care and control of the feeble-minded an easy duty for the properly constituted authorities.

7. We must bear down heavily upon the sin of bringing into the world offspring when the chances are great for their being of unsound mind. Propagation must be stopped. Sterilization must be appraised. Legislation affecting marriage must be considered.

8. We must tell the public of the untoward menace inherent in the great numbers of feeble-minded in our country. "The feeble-minded at large are as dangerous, if not more dangerous, than persons suffering from contagious disease."\*

9. The economic side of the question can be emphasized.

10. Immigration of the mentally unfit must be checked more effectively.

11. Segregation, as the recognized solution, must be understood. We must master the literature and reports, and address ourselves to the task of educating the public, ourselves led by the profession of mental specialists.

---

BINDING THE C. O. BULLETIN.—The following suggestion comes to us from the general secretary of a C. O. S. in one of the smaller cities: "Perhaps other charity organization societies which do not want to go to the expense of regular bindings would be helped by suggesting to them the plan that I follow. A Grip Binder (manufactured by Cooke & Cobb, Brooklyn, New York) is covered in green cloth, measures 8½ by 10½ inches, and costs 65 cents. One of these comfortably holds the numbers for one year and has the added advantage of binding them month by month, before they have a chance to get untidy or soiled. Personally, I like this plan very much better than to wait until the end of the year to have the binding done, and I have tried both ways."

---

\* "The Feeble-Minded in New York," p. 93.



## COMMUNITY PROBLEMS IN A GROUP OF SMALL TOWNS\*

CLARA E. KUMMER

Secretary of the Associated Charities of La Salle, Peru, and Oglesby, Ill.

I AM taking it for granted that most of those gathered together here are workers in large cities, for rural work is just beginning to open up a new field for those who realize the difficulties and sufferings of the unfortunately situated in the small town and village. I have not in mind the small county seat, say of 25,000 inhabitants, which is provided with good housing and fairly decent citizenship, and serves its function in being a commercial center for the small towns and village folk. Towns of this character undoubtedly have their problems, but they do not compare with those of the large city.

But take the small unorganized community, such as the one that I have been in for the past few months, and those of you who work in New York, Chicago, or San Francisco cannot realize the misery, the discouraging aspects, the extent to which intelligent human beings neglect their fellow creatures there. Pardon me if I place before you the details and actual conditions of my present field of labor. I can best make myself understood by relating the simple story of a newly organized effort—so new, in fact, that we are studying ourselves and our tentative activities, and wondering in which way to direct our best energies, whether toward individual family reconstruction, or toward the community problem as a whole.

La Salle, Peru, and Oglesby are situated so closely together that from the geographical and housing standpoint we can hardly tell where one begins and the other ends. They are under three separate municipalities, and comprise a total population of about eighteen thousand. The valley is rich in minerals. Coal, zinc and cement are mined in great quantities and some of the largest cement and zinc industries in the world have been located on its banks in the past half century. Though this has done much to disfigure the beautiful valley, its hills and its glades, it has brought work to many a humble Austrian, Pole, and Italian, and millions of dollars to a few able financiers. We hear of boom towns growing up in a night. Financially our tri-cities have grown like a mushroom, but some of the old houses of pioneer days are still situated along the canal and the railroad tracks. Other little houses of one, two and three rooms have been built on the sloping sides of the deep ravine that criss-crosses the cities in every direction. Most of these houses are very old and rickety, and the out-houses, of simple construction by an inexperienced hand, look as if a mere zephyr would

---

\* Part of a paper read at the Seattle meeting of the American Association of Societies for Organizing Charity, July 5, 1913.

blow them down into the ravine or off the bluff into the river. When I mention the river bluff do not get into your mind that portion of it that is wooded or beautiful, but that which seems to consist of only coal slack, where not a blade of grass will grow.

With the exception of three families, all the big financiers of our industries have lived in Chicago and the East. They have, from time to time, sent in their managers and executive employes, who comprise our better class, and who are necessarily in the minority. Beyond that they have not interested themselves in us, and local talent, if it may be called talent, has taken charge of placing all kinds of crude, ugly, little houses everywhere for our workmen, and local ignorance has formed the government. The three wealthy families who make their homes there have proved a blessing to the tri-cities, but their efforts often have been misdirected. If any of you have seen the Hull House Players give their production of "The Pigeon," you know the spirit in which the distribution of alms has been carried on for years by local philanthropists. Handouts of food and distributions of from one to ten dollars to unknown applicants, through the maids of the houses acting as intermediaries, are the rule.

Up to a very few years ago there was practically no other private effort of charity or philanthropy. The municipalities each distributed relief in the crudest way possible. Practically no investigations are being made, except when a complaint comes in that a family is not worthy. No family is entitled to more than \$8.00 per month no matter what its size or need. The manner of obtaining relief is simply to send a letter signed by two citizens to the supervisor. The relief is usually forthcoming unless the Associated Charities has been a party to the signature.

Social service was unknown until a few months ago, when one of our benefactors woke up to the fact that we were wasting money and human lives by not giving our citizens the equipment that makes for healthy bodies, healthy minds, and clean morals.

Two-thirds of our school children are in parochial schools which the Catholics admit are below par. We have had no attendance officer, and during school hours one can count from fifteen to twenty-five children of school age to the block, either playing in the streets, on the tracks or sidewalks, or else carrying beer, picking coal or collecting slops. One little girl eleven years old says she has never attended school a day in her life, though she was born in La Salle. Many girls approaching adolescence are called upon to relieve their fathers or older sisters as bar-keepers. This practice is being stopped during the past few weeks, since the re-election of a very good Mayor.

We have several hundred saloons in the three towns. Oglesby, the smallest, with a population of 5,000, boasts 43. In one of its downtown blocks there are eight stores and seven of these are saloons. With few exceptions these saloons are financed by the brewers, and are of the little hole-in-the-wall kind, managed by Italians and Poles—such as one sees on Halsted Street in Chicago, or on the lower east side in

New York. But this is not the worst of our saloon situation. There is a small district between the two cities known as Jonesville. This is not in either corporation and is, therefore, entitled to saloon privileges through a government license which costs \$25.00 and is exempt from all police protection. These Jonesville saloons are in close proximity to the little groups of company houses (of which there are several) that belong to the mines. They are veritable hot houses of vice and crime. The proprietors are proud of the fact that no criminal can be located there, because of the *modus operandi* necessary to secure police action.

One of these places was referred to me for investigation. It was called the Hole in the Wall. The saloon had been a four room cottage, the back of which was supported by a trellis work from the lower part of the ravine. This made entry into the house only possible through the saloon. The two front rooms had been converted into a sort of bar room and drinking parlor. The back was where the family lived. The household consisted of a man, a woman to whom he was not married, two step-children, girls of twelve and fourteen, and twin babies. Then there were three women with the hardest, cruellest faces that it has ever been my misfortune to see, and four men—one of whom was a dapper, well-educated, suave Italian. Here we have a family (if it may so be called) of thirteen, practically living in two rooms under the worst conditions possible. In the large cities, if vice were carried on in such a den there would at least be a chance of getting caught. Here infamy of all sorts is carried on without fear of being molested, and should anyone by the strangest chance prefer charges or report conditions—one jump into the wooded ravine in the rear and your criminal is hopelessly lost.

When I filed a petition asking that these girls be removed from the home, the only help that I received was a lecture from the judge about the Associated Charities' being a mercenary corporation, grafting for a few salaries; did I call taking children away from their parents a charity? The judge further announced that he would reserve the right to dismiss any case of this character without action.

On Decoration Day a bold daylight holdup and double murder was committed on the public highway. One of the women of this family group was implicated in the murder. She was confined in a cell very near our office in the city building. She begged for drink and opiates and finally said that if she were permitted intercourse with men she would tell all she knew. When we wanted to place her eight-year-old daughter in a good home we were told that we were cruel to take a child from a mother who was imprisoned.

There are other similar conditions involved in the saloon problem. There are no closing hours. One of our saloons boasts that its doors have not been closed night or day since McKinley's assassination. We have ever so many complaints coming from these places, but of what good are our investigations and recommendations when we have not the sympathy and support of the judiciary? I should add that our juvenile, probate, and county court work must all be transacted in

Ottawa, the county seat, and the police court is our only redress within the boundaries of our cities.

In our dealings with the law comes up also the case of the non-supporter. A deserter may leave his family in dire want and not go more than two or three counties distant, and be beyond the reach of our police, who cannot go out of town after any criminal without individually bearing the transportation and other expenses of such a trip. The one sheriff claims to be too busy, and further believes that there is no use in wasting time on such dead-beats anyhow. In one such instance, there is a mother and five children, the youngest a baby of three weeks, living in a shack which boasts five rooms, and is in a state of decay. For this she is charged \$15 a month. The roof leaks, so that pans must be set on the floor to catch the drippings of a rain storm; water is secured from an open well where mosquitoes buzz constantly, and the opposite end of the house is occupied by tramps. We should be glad to move this family into more respectable surroundings if they could be secured, but there is not a vacant house of any description to be found in the town. The police believe this woman to be as well off without the husband as with him, and she undoubtedly is, but that is no reason why we should permit men thus to disregard their obligations and break the law.

In another case almost identical, where we did all the police work and finally located the man in an Iowa city, we were told that it would cost too much to bring him back and that the family were "no good" anyhow. We were not completely discouraged, however, and were so fortunate as to find a better house for them. A few weeks of adequate relief and care have made such a wonderful improvement in the family that they are scarcely recognizable. Our plan has had to be carried out through the resources of private aid alone. If I have ever had visions of adequate municipal outdoor relief as being the truly scientific way, those visions have vanished. I have been convinced that private charity is always going to be the more dependable. The whole system of public aid in small communities, where everybody knows the business of everybody else, is built on the belief that if the husband and father is a drinker or non-supporter, it is no outsider's concern, the family must suffer, and the authorities should wash their hands of all responsibility.

In one case of non-support we tried for six weeks to get an arrest made, but were unsuccessful until the man attacked and beat his wife with a chair when she was confined to her bed in the last stages of tuberculosis. Even this was accomplished with difficulty, but the judge was at least persuaded to give the man a short jail sentence with a two months' parole, during which time the court was to supervise the expenditure of his wages. The judge declared that the latter half of this scheme could never be carried out, and it is too soon to say whether it can or not.

The climate and native industries are particularly conducive to tuberculosis. The gases of the mines and the cement dust seem to affect the workers sooner or later. Not long ago I waited for a train near a

bridge where the majority of the workers of one mill passed. Nine out of every ten men were coughing. Absolutely no effort has been made to combat the disease, nor to educate the people in the proper care of themselves. It is still the common belief that, once consumptive, there is no cure. The bad housing conditions, the dirt naturally carried into the homes from unrepaired streets and alleys, the absence of sidewalks and of grass in the yards, the lack of bathing facilities—these conditions are almost insurmountable, when, in addition, there are no tuberculosis camps or sanatoria, where people can be placed for education and cure.

One peculiar aspect of the disease is that it shows itself in the lupus or skin form, and in ulcers on the eyes of the children. There are almost innumerable cases of this kind. Here private charity has come to the front; the eye and ear specialist has given his services, and performed many operations, including the removal of tonsils and adenoids. But since we have little success in entering children in the hospital it is necessary to return them to their miserable homes, and infection invariably follows. Where is the visiting nurse? She is an unknown quantity in this neighborhood. Our only hospital will not take a confinement case unless it is for a Cæsarian operation. Midwives are plentiful and so ignorant that you would hesitate to have one make the bed, much less assist in the delivery of a child. The dishpan full of water on the kitchen stove is used to dip the baby in and that is the only wash it gets for three days.

The question of recreation has never been considered by either the well-to-do or the poor. No theatres, no lectures, no parks, no concerts. The summer beer garden and the ten-cent dance hall and the movies are the only places where it is possible to go for an evening's entertainment. There are numerous places of this kind where young girls and boys congregate, unsupervised, to dance and drink. Very little attempt is made to close earlier than midnight, and, later, the surrounding neighborhood is frequented by stray couples until the wee small hours of the morning.

Dependent and neglected children are another problem equally unsolvable. We have no state aid for this class, we must necessarily depend upon the Illinois Children's Home and Aid Society, and when your community sees but one side of the problem and advises that all dependent children be sent to the county home, it seems necessary first to educate the community. Delinquent children are brought before the juvenile judge, but, since there are no probation officers, this system proves a greater detriment than help. Abnormal and feeble-minded children are frequently discovered, but the state institutions are full, so we are again handicapped.

This condition is not the result of lack of money. Any effort that has been put forth for the benefit of the public has been generously supported by the three families mentioned. One of these philanthropists has given practically half of our educational system. A very good high school, with manual training, domestic science, a chemical laboratory peculiarly fitted to this community, an agricultural department, and the

usual academic instruction, has been made possible through his generosity. Since Mr. McLean and his teachings were first brought to this gentleman's notice, a hundred thousand dollar social center has been promised with paid supervision for one year. The building of this will begin as soon as our present labor troubles are adjusted. The city lighting, miles and miles of our paving, milk for the babies, have been provided. A seventy thousand dollar debt of the city has been cancelled by this same gentleman. In fact, he has been connected with everything that has been good. The milk station I speak of has recently been revised in management, and for ten days we have had an infant welfare station instead of a milk depot. This is kept up by an endowment and does not cost the public a cent. But every time a movement for social service is undertaken the general public says, "Let Mr. M—— do it," and takes no further interest in the scheme.

Last week we organized an Anti-tuberculosis Society, and already we have been promised a clinic and some shacks to carry on the first demonstrative work, but only nine persons outside of our benefactor are interested. Should this be so? Can a work founded simply on one man's interest and money prove a real success in a community?

Again, we have relief promised us in a tremendously large endowment for public health that will give an annual income of thousands and thousands of dollars. It will enable us to support an able bacteriologist, and three public health physicians, who will call upon the poor, attend to all cases of contagious and infectious disease, conduct housing investigations, and make surveys of industrial conditions. But this is a permanent endowment, and again no other obligation rests upon our citizens than their consent to let us work.

The Associated Charities is the outcome of the interest of a few educators and of our benefactor. About half the income is raised by the Board. I went in to the community four months ago and was told that we had no poor, that we just needed a worker to teach people how to live. Ah, how true, but I find them all poor, even those who sent for me, for they have no idea or conception of the meaning of the word Charity. For one week we found no one who needed us, now we have from sixty to seventy-five families a month, and keep three workers busy. We seem to catch the popular interest and attention, and we hope that eventually it may go deeper.

I have confined my paper to this one group of communities because I know it, and because I believe that there are hundreds of other small towns, equally afflicted, that need the missionary spirit instilled into them. The more I study it the more I realize that every small mining or manufacturing town is just as handicapped as we are and that upon the American Association of Societies for Organizing Charity rests the responsibility of meeting the needs of such communities.

Is case work the most important thing in the building up of such a community, or is it just pouring water through a sieve? Which should be undertaken first—the community problem, as such, or this other work? I hope that those who are here will enlighten me.

## A COUNTY ORGANIZATION\*

MISS G. L. BUTTON

Secretary of the Monmouth County Branch of the New Jersey State Charities Aid Association

WHEN I was about five years old I planted my first garden, and the next morning, as thousands of other children had doubtless done before me, I went out and very carefully and gently dug the seeds up again to find out whether they had yet sprouted. The request to tell this Association what we are doing in Monmouth County struck me at first as involving something like a repetition of that childish performance, for our county venture is very new.

A little over two years ago at a meeting of the Board of Managers of the State Charities Aid and Prison Reform Association of New Jersey, the new poor law, passed the winter before, was discussed, and Joseph P. Byers, then the secretary of the Association, urged upon the members present the desirability of getting detailed and accurate information as to just what the three hundred and more overseers of the poor throughout the state were doing and how far the new law was operative. As a beginning, one of the board of managers, Mrs. Lewis S. Thompson, of Red Bank, offered to finance such an investigation in a single county. I was engaged to make the investigation, and I began my study of Monmouth County about the middle of August, 1911. At Mrs. Thompson's request, I undertook not only to learn what the overseers of the poor were doing but at the same time to get as complete information as I could in a short period, concerning the private charities of the county and its social conditions in general.

Monmouth County lies midway between north and south Jersey. It has a long coast line and extends in wedge shape almost across the width of the state to within eight miles of Trenton. It has an area of 479 square miles and its permanent population, according to the last census, was about 95,000. The amount of taxable real estate and personal property in 1911, according to the state comptroller's report, was \$92,949,069. Thickly dotted along the shore are summer resorts. Long Branch and Asbury Park, the only cities in the county, are filled in summer with a shifting throng of pleasure seekers. On the coast and inland are many beautiful summer cottages and country houses. Some of the owners of the larger estates remain more or less permanently through the year and identify themselves, to some extent, with the life of the county. On the coast are fishing villages with small populations that have intermarried for generations. In the interior are rolling fertile farm lands. According to recent government reports, Monmouth

---

\*Part of an address delivered before the American Association of Societies for Organizing Charity, at Seattle, July 5, 1913.

County is one of the richest and most productive agricultural counties in the United States, and the farmers have a profitable market almost at their doors. Many of them have electric lights and telephones, well-equipped bathrooms and automobiles. Fringing the fine farming country are two or three townships where there are miles of pines and sand and the farms are few and poor. At the northern end of the county are two or three commuters' towns. Several hundred of the inhabitants journey to and from business in New York every day and as a rule take little interest in local affairs.

When I began my study, I found that the county was made up of 38 units—16 townships, 2 cities and 20 boroughs, to which one more borough has since been added. The only public county institution was the jail at Freehold. Two private hospitals, the Monmouth Memorial Hospital at Long Branch, and the Anne May Hospital at Spring Lake, received subsidies from the county, one of \$10,000, the other of \$2,000 a year. The county was paying \$20,000 a year for the care of its insane patients in state hospitals. There was a recently established juvenile court presided over by the judge of the Court of Common Pleas. Children were lodged in the county jail, apart from the other prisoners, and were tried in the regular court room. There was one probation officer for the county for adult and juvenile probation. The public schools were above the average, and a credit to the county, but there had been no school census taken for years, and the attendance officers were few and inefficient. There was medical inspection in the schools but no school nursing. The care of the dependent poor had been left almost entirely to the overseers of the poor, of whom there are now 37 in the county. Under the new poor law they are appointed for a period of five years. The annual expenditure for poor relief is, approximately, \$50,000. This includes the salaries of the overseers themselves, and the medical relief given in the homes. There is no separation of the fund into outdoor and indoor relief. There has never been a county poor-house. There were formerly several township almshouses the last of which was closed several years ago. The homeless dependents are boarded in family homes or placed in what are known as private poor-houses where they are cared for at the rate of 50 cents per day. There was no provision made for the care of incurables who needed medical care and nursing. There was no provision for the care of convalescents. There was not a visiting nurse in the county. Tuberculosis was as prevalent as elsewhere, but there were no hospitals for the tubercular and almost nothing was being done to check the spread of the disease. Typhoid fever claimed scores of victims every summer, but its outbreaks were accepted almost as part of the natural order of things. Almost without exception, health officers and sanitary inspectors were poorly paid, where there were any, and they were usually men with little special training. Housing conditions were bad among the poor white people and especially so among the colored people. In the larger communities the foreigners were mostly Jews and Italians. In the country districts were a few Polish farm hands, and there were a number of Poles in



the brickyards at the northern end of the county. There were few factories. The largest racial problem was that of the colored people, both the descendants of former New Jersey slaves and southern negroes who came north to work along the shore during the summer. Private charity was almost entirely unorganized. There were no paid social workers, trained or untrained, unless three or four Y. M. C. A. secretaries and two or three church missionaries were counted as such. There was no work being done for children except at long range by the State Board of Children's Guardians, an official body, and by the Children's Home Society, a private charitable society, statewide in its activities. The scope of both societies was definitely limited and there were many neglected child problems in the county.

The overseers of the poor were working under what was virtually the English poor law of Queen Elizabeth's day, modified by the personal ideas of the individual overseer and certain neighborhood traditions. It was a pleasant surprise to find what satisfactory results were sometimes obtained by this method in small communities where the overseer was conscientious and thoroughly well acquainted with both local people and local conditions. But each overseer was largely a law unto himself; the records were few and poorly kept and as a rule little or nothing was known by any one official of what was going on in the rest of the county or even in the adjacent townships.

Modern, preventive, constructive work with families and individuals was nowhere undertaken or even thought of either by public or private charity. The little groups of volunteers or the individuals who were endeavoring here and there to better conditions were disheartened by the futility of their efforts and by what seemed to them the hopelessness of the struggle that they were making as isolated, unrelated units.

When my report was completed, it was felt that something should be done to meet the many needs that the investigation had made evident. The county was rich; its percentage of dependent poverty was small, and the problem could be handled. If an intelligent, concerted effort were made to eliminate them, there need be no degrading poverty, ignorance, or preventable disease in the county. So it was decided to form, if possible, an association made up of those who—I am quoting from Miss Addams—"really knew the people and their great human needs, who believed that it was the business of government to serve them, and who further recognized the educative power of a sense of responsibility."

After we had reached this decision I spent several months in the preliminary work of organizing. First I sought out, in a group of the larger communities, one or more of the people who were known to be already interested in some form of charitable endeavor or some effort for social or civic betterment. When I found persons of intelligence and influence, responsive to new ideas, I spent hours and sometimes days in placing the whole plan before them and in winning their interest and co-operation. When this was done and I felt thoroughly sure that they understood, that they could be depended upon, I placed upon them the responsibility of getting together the right people in their locality.

In this way we found local leaders. Where none were available we worked through literary clubs, improvement societies, or other existing organizations. We held a number of small meetings, usually at the home of someone already interested, and a few larger ones. By the middle of June, 1912, we felt that we had enough backing to warrant us in organizing. We began with a comparatively small group of representative people. With those as a nucleus we have gone on steadily, during this first year, with the work of organizing the county, and it will be at least another year before this work is completed. Before we organized we were sure of enough money, raised by private subscription, for the first year's expenses.

You probably will wish to know something of our form of organization. As the initial investigation had been made for the State Charities Aid Association and as Mrs. Thompson was a member of that association, we organized as a branch of the State society. There were already six or seven county branches made up entirely of volunteers. Ours was the first in charge of a trained paid worker. Locally, we are entirely self-governing, and we raise and control our own funds. Our membership is unlimited and we wish to make it as democratic as possible. We are pledged to do nothing to affect legislation without the approval and the consent of the State society. Our constitution is modeled upon theirs, and that of the other branches, differing materially from them in only two particulars. It provides for local committees in various communities throughout the county and it stipulates that wherever such a committee is organized it shall consist of at least five members representing 1. County Institutions. 2. Co-operation with Churches and Private Charities. 3. Tuberculosis. 4. Finance. 5. Education and Publicity. It also provides for a County Council of Social Welfare or advisory council made up of one or more representatives of each municipality in the county and appointed by the president.

Beyond the requirement that they shall be five-sided, to prevent their narrowing down to any single interest, local committees are left entire freedom of self-government and local initiative, and they may enlist in their activities as many of the people in their own communities as they choose. The various local chairmen serve as members of the county committees, the president having power to add members to these committees at any time.

In addition to our connection with the New Jersey State Charities Aid Association we are regularly affiliated with the American Association of Societies for Organizing Charity. This is of particular value to us in our work for families in their homes. We have no relief fund, but we investigate for the overseers of the poor when requested to do so, for private societies and for individuals; we advise as to treatment, and sometimes, when there is no one else to do so, we organize relief for the family. During the past year we have had reported to us, for registration only, 875 cases under care in the county and we have been asked to deal with 162. In all of these latter some service has been performed by our office. We have held several case conferences in differ-

In this way we found local leaders. Where none were available we worked through literary clubs, improvement societies, or other existing organizations. We held a number of small meetings, usually at the home of someone already interested, and a few larger ones. By the middle of June, 1912, we felt that we had enough backing to warrant us in organizing. We began with a comparatively small group of representative people. With those as a nucleus we have gone on steadily, during this first year, with the work of organizing the county, and it will be at least another year before this work is completed. Before we organized we were sure of enough money, raised by private subscription, for the first year's expenses.

You probably will wish to know something of our form of organization. As the initial investigation had been made for the State Charities Aid Association and as Mrs. Thompson was a member of that association, we organized as a branch of the State society. There were already six or seven county branches made up entirely of volunteers. Ours was the first in charge of a trained paid worker. Locally, we are entirely self-governing, and we raise and control our own funds. Our membership is unlimited and we wish to make it as democratic as possible. We are pledged to do nothing to affect legislation without the approval and the consent of the State society. Our constitution is modeled upon theirs, and that of the other branches, differing materially from them in only two particulars. It provides for local committees in various communities throughout the county and it stipulates that wherever such a committee is organized it shall consist of at least five members representing 1. County Institutions. 2. Co-operation with Churches and Private Charities. 3. Tuberculosis. 4. Finance. 5. Education and Publicity. It also provides for a County Council of Social Welfare or advisory council made up of one or more representatives of each municipality in the county and appointed by the president.

Beyond the requirement that they shall be five-sided, to prevent their narrowing down to any single interest, local committees are left entire freedom of self-government and local initiative, and they may enlist in their activities as many of the people in their own communities as they choose. The various local chairmen serve as members of the county committees, the president having power to add members to these committees at any time.

In addition to our connection with the New Jersey State Charities Aid Association we are regularly affiliated with the American Association of Societies for Organizing Charity. This is of particular value to us in our work for families in their homes. We have no relief fund, but we investigate for the overseers of the poor when requested to do so, for private societies and for individuals; we advise as to treatment, and sometimes, when there is no one else to do so, we organize relief for the family. During the past year we have had reported to us, for registration only, 875 cases under care in the county and we have been asked to deal with 162. In all of these latter some service has been performed by our office. We have held several case conferences in differ-

ent localities to consider individual cases in which a number of people were interested. Such conferences were novelties in the county, but they have proved distinctly helpful and we hope to have more and more meetings of this sort.

We have brought the overseers of the poor of the county together for several meetings, the first of the sort that have ever been held. Various laws relating to their work have been read and discussed and case problems brought up for discussion.

When we began to organize we expected to take up, as a first question of county-wide interest, the establishment of a small county home and hospital for incurables and for helpless old people for whom there was no adequate provision elsewhere, but the law passed in 1912, making it mandatory upon the counties to provide hospital facilities for those suffering from tuberculosis in any form, made it necessary, we thought, for us to change our plans and to concentrate all our energies on the tuberculosis situation. Little was known in the county as to the prevalence of the disease and the need of a hospital, so we appeared before the Board of Chosen Freeholders and offered to aid them in the matter by gathering statistics, carrying on a campaign of education and learning the wishes of the tax-payers; for, after all, a mandatory law is mandatory only when it has public sentiment back of it. They accepted our offer and, as a result of our year's campaign, they have appropriated a sum of money for a suitable site, and we hope that the hospital itself will be under way before cold weather comes. In the meantime, we have been authorized by the Freeholders to investigate all applications for hospital care and to place the patients, at their expense, in any hospital where we can find vacancies.

In various sorts of work for community betterment we have been asked to lend a hand. We helped Long Branch to get a community nurse, who is being paid for partly from public and partly from private funds. This has led to a local pure milk campaign. In Red Bank we have helped to organize a Recreation Association that has not yet undertaken any active work, and, just before I left, the Red Bank Board of Education formally invited us to find a suitable woman candidate for the position of attendance officer for the borough. (This invitation was of our own seeking.) The position has hitherto been filled by a man. Last year the successful candidate was a man who was recommended as an excellent carpenter. I have no reason to doubt his efficiency as a carpenter, but he was not a good attendance officer. This was so generally recognized that he is not to be re-engaged. The argument urged in his favor was that when he was not hunting up truant children he could put in his time to good advantage in making small repairs in the schools. I ought to add that Mrs. Thompson had offered to supplement the salary fixed by the Board if it would appoint a well-qualified woman satisfactory to her, and would have a school census taken.

Our children's agent, Miss Moore, who has had three years' experience as a field agent for the Training School for Feeble-Minded Chil-

dren at Vineland, is going to make a study of the misfit children in the county; the delinquent children that come before the Juvenile Court, the retarded children in the public schools, and the neglected and mistreated children that are from time to time brought to our attention. For the next year she is going to spend most of her time in a study of the children in the public schools. It is these children that later on form a majority of those who are brought into court. We want to find them before they have broken the law and, if possible, give them the special care and attention that will prevent them from becoming delinquent children. The first thing to be done is to get every child of school age registered and into school if possible. New Jersey has a law providing for special classes in any school district where there are ten or more children three years below grade. The state contributes toward the maintenance of these special classes wherever established. By combining, even the smallest rural school districts could have such special classes. We hope to show them the need and the possibility of doing so, and how much it will be to the advantage not only of the exceptional child, but of the average normal child and of the teachers in the grades to whom the misfit child is a constant hindrance.

We are planning also this year to study the conditions in our local lock-ups. This study is to be made by volunteer local committees, in conjunction with a study of the inmates of the county jail, beginning in the jail and reaching back to the home communities.

We do not intend to offer merely destructive criticism but, in every case, to criticize publicly only when we have something constructively helpful to suggest, working always not against the public officials but with them to remedy bad conditions that we both recognize but for which they perhaps have not seen any possible remedy.

Briefly summed up, our principles and methods so far have been these:—

1. Not to "build an organization," but to plant one and to help it grow.
2. To base all action on knowledge, as complete as possible, of the people and conditions to be dealt with.
3. To take the whole social problem and try as one united force to meet it in a progressive spirit.
4. To centralize information and promote concerted action, but at the same time to leave wide freedom for local initiative.
5. Not to mistake rigidity for strength, but to realize that length of life and continuing usefulness depend upon alertness of mind, flexibility and adaptability to changing conditions.

---

AN ART JOURNAL published in Paris and in French contained, the other day, this quotation from Schiller: "It is unjust to say that the public debases art. It is the artist who debases the public, and if ever art is destroyed it will be destroyed by the artists." The printer waits as this page is being "made up" many miles away from French dictionaries and editions of Schiller, but could we not substitute "social work" for "art," and find the statement making good sense?

## A CONVERT\*

In a city of 35,000 people, in one of the Middle Western states, a Charity Organization Society was started a few months ago. Among the first subscribers to the work was Mr. X., a man of great wealth who gave generously to all philanthropic enterprises. When he subscribed his \$300.00, however, it was with the stipulation that he was not to be asked to serve on boards or committees, nor to give his time in any way to the work, though he was willing to be called on for more money at any time.

In addition to his gifts to organizations, Mr. X. also had an increasingly long line of private pensioners, which fact contributed to the difficulties of the new General Secretary of the C. O. S. For several weeks she sought patiently for some successful means of showing him the error of his ways. At last the opportunity came. For some weeks, the society had been securing interesting data concerning a physician whose family was in want, and whose history of duplicity, cruelty and treachery made a case record that was exceptional. Finally, the General Secretary heard by accident that he, too, had been given \$10.00 the day previous by Mr. X. She secured an interview with difficulty as this donor preferred sending a second subscription to giving five minutes of his time. Upon being admitted to his sanctum, the Secretary said, "We have just heard of your interest in Dr. M., and since you have helped us so generously we felt it was really your right to have the benefit of our still incomplete investigation. We do not usually allow our records to go outside our office but, as I had to be in your building for half an hour, I brought it along and will leave it with you." When she returned she was heartily thanked for her service in revealing the true character of the absolutely worthless scoundrel who shall "never have another penny from me." When he was reminded, however, of the innocent wife and babies and was told that we were giving interim relief pending sufficient investigation to warrant prosecution, he volunteered to shoulder that burden by settling all bills presented by us.

This was good, but the following day brought still better things. Mr. X. asked by telephone for a brief interview with the Secretary at her office. He came, was an interested observer of the office system, and asked many intelligent questions concerning policy. Before leaving, he asked somewhat diffidently if he might refer his own appeals to the C. O. S. for investigation, as he thought possibly he sometimes gave in too great haste and without sufficient knowledge of the case.

Nine months have passed, and in that time this man, whose charitable gifts during the last twelve months have amounted to more than

---

\* This incident was told at one of the meetings of the A. A. S. O. C. at Seattle.

\$100,000, has not given money to solicitors for any charities other than local ones, nor to any individuals, without the advice of the society.

His conversion has meant much to the community as well as to the struggling young society, as he has spread the news of what the organization is doing among his friends in business and at his clubs.

[EDITORIAL NOTE.—Many workers will question the wisdom of taking an original record to the office of any citizen, influential or otherwise. The foregoing incident shows good statesmanship and illustrates once more the fact that a society's case work, if well done, is the best means of community education at its command. But these critics will urge that the citizen could have been converted by a well-prepared summary, containing copies, if necessary, of the more important letters, etc. The society that allows anyone, from its president down, to handle an original record unless he is working on the case, unless he is assisting in making a committee decision, or is preparing a social study of which the case forms a part, unquestionably runs the risk of treating confidential communications in a careless way. Should medical records be regarded as confidential? If so, then why not social records, which are far more personal, and deal even more intimately with human relations? The question is one that is open for discussion, as all questions of procedure in our field still are, but, when it is discussed, the recent experience of a large society should be kept in mind. A garbled version of one of its case records was taken before a public commission of some kind, and the newspapers contained the next day not only the name, address and personal details of the life of one of the society's clients, but a tissue of misrepresentations beside, which were repeated by the press of the entire country. The Secretary in the smaller city ran no risk, it may be rejoined, for the citizen in whom she confided was responsible. This is true enough, but the executive officer who is not expected to make exceptions is in a stronger position, probably, and is helping to win respect for social work as a serious profession, is he not?]



# CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF  
CHARITY ORGANIZATION SOCIETIES BY THE  
CHARITY ORGANIZATION DEPARTMENT

OF THE

RUSSELL SAGE FOUNDATION, ROOM 613, 105 E. 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR

FRED S. HALL, ASSO. DIRECTOR

VOL. IV.  
(NEW SERIES)

OCTOBER, 1913

No. 11

## TECHNICAL TRAINING FOR SOCIAL WORK\*

PORTER R. LEE

Staff Instructor in the Principles and Technique of Social Work in the  
New York School of Philanthropy

WHAT do we mean by "trained social worker"? Who first thought of him? What conditions did he grow out of? What is he supposed to be? Any new conception is sure to be vague at first. It is just as sure to become clear-cut and definite the longer it is studied and applied, unless it goes quite the other way and disappears altogether. The trained social worker represented a new idea not very long ago. If he was ever a vague abstraction he has long lost that character and has come to mean something quite definite, although different things, doubtless, to different people.

I have not tried to trace his lineage, nor do I know whether the attempt has anywhere been made. It is not difficult, however, to discover some of the changes in life, habits and understanding which have influenced both his development and points of view regarding his value. It is easy, for example, to reconstruct the struggles of social workers of past generations to get results with obsolete methods, to set up standards of achievement where none had been before—standards that would

\* An address delivered at the opening of the New York School of Philanthropy, Sessions of 1912-13.



reflect the lessons which experience had taught. The erection of progressive standards in social work carved out of experience, which marked dissatisfaction with past efforts in the light of newly perceived possibilities for the future, is an item in the genealogical history of the trained social worker.

But the profession of social work rests on something more than dissatisfaction with results. Growth in human knowledge has been a still greater factor. Achievements are possible to us now which earlier generations could not conceive of. Science has opened to us so many avenues of activity which lead placidly past obstacles formerly regarded as insurmountable that we sometimes grow hysterical over the infinite variety of ways in which we can keep ourselves busy. This again is a development which is responsible in some degree for the trained social worker. He has come into being partly because there are so many things to be done, things which we did not dream of doing until science began to reveal to us the possibility of a new and better human race with a new and better world to live in.

There is another modern fact which has a bearing on the emergence of the trained social worker. It is the fact of complexity in modern life. As people become more numerous, as they find new needs and science finds new needs for them, as new ways for meeting those needs appear, life grows increasingly complex. Human relationships become blurred, likewise obligations. Opportunities become confused with privileges and balance is hard to keep. Nobody knows how much of the misery of the exploited, the needy, the lawless and the vicious is due to the change from the simple to the complex in the industrial, civic and social lives of men.

Whether or not these reasons for the trained social worker are all there are, he is here as a concept at any rate; and if the results of the School of Philanthropy for several years past signify anything, he is here as a live efficient factor in progress. What makes him a social worker? What has the School of Philanthropy to give an intelligent person which makes him a trained social worker after he has been through the process? To answer this question we must understand clearly the atmosphere into which he will go from the School and the problems he will find there to study and—if he lives long enough—perhaps to solve.

We may take for granted the tremendous change in the habits of thought, the ideals, the philosophy and the perceptions of men which has made social welfare paramount in the outlook and activity of the individual. Certain characteristics of this change are significant. If social responsibility is anything more than an abstraction, it rests solidly upon the shoulders of the individuals who make up society. It gives the individual a definite concern for the effect which his actions, his habits, his whole point of view produce upon the welfare of other men. Most people, when they realize this, are straightway anxious to discharge the obligation imposed—to do something. When enough people begin to feel the glow of the same enthusiasm, the new ideals, the new social concepts begin to crystallize into programs. A new law is pro-

posed, a new movement is started, a new committee is formed, or a new spirit is breathed into an old institution.

Now the crystallizing of enthusiasm into programs is a wholesome development. It betokens an awakened community alert to its social obligations; and an awakened community is a bulwark of progress. Moreover, concepts, ideals and enthusiasm are of little effect until they do crystallize into programs. Enthusiasm without an object is as dangerous as an object without enthusiasm is barren. A program ought to represent the sober visualizing of the achievements and the steps that lead to them which the social seer has apprehended. This has been the history of social progress and we are still making history along the same lines. We find suggestions for social readjustments everywhere. They grow out of our contacts with human misery, they grow out of meditation; they grow sometimes out of disappointed hopes. We are trying new experiments on needy families and on political campaigns. There is no mistaking the trend towards social justice and the red-blooded man can have only enthusiasm for it.

There is, however, a danger. We have been extremely fortunate that our social enthusiasm, loosed so suddenly and in such volume, has not oftener led us astray. Enthusiasm is a mighty motive power and it thrives on the congenial atmosphere which the trend of things today affords in abundance. This danger the School of Philanthropy not only has found but is trying to meet. It is the danger that enthusiasm will outrun progress. There is significance in the phraseology which speaks of *waves* of enthusiasm and *steps* in progress. Progress is the result of action, which brings us to another phase of the problem faced by the trained social worker. Social ideals grow out of new habits of thought and are crystallized into program; but programs are not carried into effect automatically; and the power to carry out programs is an important part of the trained social worker's equipment. It is technique. It is drudgery where the evolving of social concepts is inspiring; it is prosy where enthusiasm sparkles; it reaches units where the proclaiming of social ideals reaches masses. To go from concept to program and from program to technique is to take the long dreary drop from ideals to routine, from the heroic to the humdrum, from enthusiasm to devotion. But technique is still the factor which rounds out our march towards social justice and every social program must in the end stand or fall upon the quality of its technique.

I do not wish to be understood as describing the procedure of getting things done, the methods of social work, a knowledge of the ways in which the successive steps in a program are achieved—this I do not describe as uninteresting or dull. I said "drudgery," "humdrum" and "prosy" in connection with it just now because it could not appear otherwise to the person whom theories and concepts alone intoxicate. Technique, however, seen in its true relation to the other aspects of social work is as vivid and as appealing as the ideals which ought to guide it.

What is technique and what can technical training be made?

Technical training assumes that in the work of dealing with social problems and giving effect to social ideals certain standards have been raised. These standards are only the lessons of experience made definite as a guide to future effort. They represent the attempt of a person with social intelligence to sift over experience, to separate for purposes of study the good results from the bad, and to understand what methods, what points of approach, what resources led to success here, to failure there. When the first social worker fired by an ideal decided that a certain result of his work was good enough to achieve again, that another was bad enough to be avoided forever, that another was promising enough to be improved upon, and when he went further and discovered what methods made some results good, what methods made other results bad, and what methods would make other results better—the first step towards technique was taken. A beginning had been made towards the carving of standards out of experience for future guidance; and this is the solid foundation upon which technique rests.

If this position is sound, technique is needed wherever social workers try to do things. There is technique in probation, in family rehabilitation, in children's work, in administering a financial department, in organizing a legislative campaign, and in carrying out a housing program. Every one of these forms of social work rests upon some social concept which enthusiasm has crystallized into a program. Every one of them owes such success as it has achieved to this plus its technique. Every one of them owes its failure to realize much of its program to defects in technique. (We must of course recognize how the difficulties imposed by social conditions, unsocial habits of thought, etc., often bar the way to the progress of particular movements.)

Taking one of the less thrilling of the illustrations I have cited, consider for a moment the administration of a financial department. There is no doubt that to many people the contributing of money to social work is a social obligation having behind it as genuine a concept of service as any other act. Just how far one could bring the element of enthusiasm into financing the budget of a modern social agency from the point of view of either contributor or official, I am not prepared to say. At any rate, we know now that the difference between success and failure in financing a society is largely a matter of technique. In other words, certain methods, certain times for appealing, certain forms of appeal, certain kinds of publication, certain types of mailing list, all have an effect on results which other considerations lack. If this is true of raising money, it is overwhelmingly true of other forms of social work when the still more fundamental interests of governmental forms and of family life are dealt with, both of which are the concern of the social worker and the field of his technique. There is a good and a bad way of doing things, an effective and an ineffective method of work. Technical training is training in those methods of achievement which experience has shown to be effective.

We spoke earlier about the danger of enthusiasm which outruns progress; and we have now intimated that progress is largely a matter

of technique. Let me again speak of a danger. Technique can never be justified for its own sake. Unless it be fired by an ideal and controlled by a rational object it is a source of positive menace. Moreover, nothing can so quickly deaden enthusiasm as its complete eclipse by technique. No training problem seems to me more important than that of preserving the balance between the pressure of social habits of thought and the mechanical tendency of pure technique. The two things are complementary and the School tries constantly to present them so to the students; but their real interrelation social workers generally have perhaps not fully appreciated.

It may be suggestive to speak in conclusion of the experiments in technical training which the School is making. Let me preface this by a brief statement, a summary perhaps of what I have said already, of what I conceive the task of technical training to be. The task of social work as I see it is to develop (1) a socially enlightened public; (2) a program of social welfare; (3) skilled workers who know how to achieve both and who see their connection.

The trained worker—the product of training—will first of all have behind all his activity a concept of social welfare and a fund of information regarding social processes. He will have acquired a familiarity with the best that the experience of other social workers can teach him. He will have had opportunity to do field work with the actual problems which organized social work is trying to solve, under the leadership of an expert in the field and of the same teacher who has given him his first familiarity with the experience and resources of social work. Finally, he will have a balance between ideals and routine which will save the former from sterility and the latter from mechanicalism.

The one finally successful way to give this training properly has not been found. The curriculum of the School has undergone constant changes since the opening, and further changes will doubtless be made as long as social work continues a live field of action. Two phases of the technical training of the School are fairly well established. The technical courses are based, and have been for some time, on actual experiences used not as illustrations for lectures but as problems presented to the classes for solution. This case system, which has been brought over from the medical and law schools, gives a zest and value to class discussion impossible in lectures, and it also brings the students closer to the facts of their future work than is possible in class otherwise.

The other phase of the School's technical training is the field work, of which each student has twelve hours a week. This is done partly in the office of the Charity Organization Society and partly in other agencies whose co-operation we have secured. About fifteen such agencies are directing the field work of students at present, and many others are ready to do so when needed. This co-operation has been most helpful and deserves recognition and appreciation in this connection.\*

---

\* For the current year 1913-14 the work of the School for the first time is spread over two years in residence. The field work requirements now include

This co-operation in field work suggests one final observation. We in the School realize that we are not conducting an educational experiment for its own sake any more than we are developing enthusiasm and technique for their own sakes. We are trying to develop trained workers who can carry the program of social work along in the way it should go. We realize therefore that our ideas of pedagogy, social theory, and the problems of social work as guides to our training standards are much less safe than the needs of social work, as they are being revealed daily in the routine of organized agencies. We deliberately plan, therefore, to keep the School constantly in touch with the firing line, and we hope to adjust its service to the needs of organized workers rapidly, as we learn of them and can see how to make the adjustment effective. This means that we regard the development of concepts and the searching of experience for standards as a vital part of our function.

---

## TWO LETTERS ABOUT THE TRAINING OF VOLUNTEERS

### I.

#### SCHOOL FOR SOCIAL WORKERS

BOSTON, MASSACHUSETTS

TO THE CHARITY ORGANIZATION BULLETIN:

**I**N the recent literature about training\* there seems to me need of a clearer distinction between a friendly visitor's work and what is done by a district secretary.

The first interview, and the organization of knowledge, relief and service that follows, are best carried by the district secretary or the volunteer giving much time and trained to do full case work. We should all agree to this, I think. The "intimate continuous knowledge of and sympathy with a poor family's joys, sorrows, opinions, feelings, and entire outlook upon life" is gained by a friendly visitor—or omitted.

But these fields overlap. To persuade and help a family to get proper care for a crippled child (as you suggest on page 86 of the BULLETIN for April-May, 1913) lies in this overlapping part of the two fields.

There are dangers connected with such tasks which I see in the work of our students in the School for Social Workers, as I did earlier in the work of other volunteers and of the secretaries in training:

---

in the first year six hours of work a week with a charity organization society and, in special instances, a few other agencies doing case work. The second year is entirely vocational, and from fifty to eighty per cent. of the student's time is taken up with actual work under some typical organization in the field in which he wishes to specialize.

\* See CHARITY ORGANIZATION BULLETIN for December, 1912, and April-May, 1913.

If the volunteer does not understand that she is to be a friendly visitor and that this means the building up of a permanent relation, she is apt to go only when sent, to finish up what she sees before her at that moment, and not to attempt to create an atmosphere in which further calls naturally occur. (This applies to men as well as women. I use "she" for the majority.)

If, on the other hand, without understanding that a district secretary must distinctly avoid creating an expectation of continued intercourse, she is given a piece of work which offers every opportunity of creating such an atmosphere, she very likely leads the family to expect what she will not later be able to give and is herself torn in her mind and heart at breaking off the connection.

The secretary in training especially needs to be shown that in planning and caring for a crippled child, she is learning to do work that she will later try to get done by volunteers whenever possible, and that, when she is in the position of district secretary, there is a distinct disadvantage in doing it herself, since it may stand in the way of interesting a volunteer to become friendly visitor.

Beside these concrete difficulties, some confusion of thought seems to grow out of the current descriptions of that most desirable undertaking—training volunteers to do full case work—and of how to use volunteers who cannot or will not either do case work or become friendly visitors. The reader is apt to overlook the precepts in the text, as to making the small tasks lead up to vital responsibilities, but is impressed by the space necessarily given to description of these small tasks, and by their number in the lists, while "Act as friendly visitor" occupies of course but one line—and carrying the responsibility of a case from the beginning, as a district secretary does, is naturally not mentioned. Yet it is to the measure of one or both of these that we would like each volunteer to grow.

The other day Miss Holbrook of the Associated Charities talked wisely on volunteers to a group of our second year students and others with some experience in organizing charity. In answer to a question given to them in advance, most of those called upon mentioned as tasks for the new volunteer very much such things as you speak of in the December BULLETIN. Only one suggested that the tasks given were more educational if they were in direct relation to families from the start, and especially if they were grouped about one family and so seemed a connected whole. In summing up the meeting, Mr. Carstens, who was presiding, emphasized especially the point that to get into family life at once was the best way of beginning.

There is no better way of doing this than friendly visiting; it need be delayed only until the secretary becomes acquainted with the volunteer. In the case of the paid worker who is in training, if the first work given is to illustrate treatment, as you suggest, and is in a neighborhood where he or she is likely to be able to visit later, the paid worker may well become friendly visitor to the family. Then it will really be carrying out treatment in its full sense, and the reading of records of

other visitors, such as the fifteen-year record that Miss Byington mentions in her article in the April-May BULLETIN, will be especially illuminating. As soon as the training is given in a district where friendly visiting is likely to continue, becoming a friendly visitor seems to me a very important part of the training of a paid worker, and I believe that a district secretary and a general secretary both fulfill their offices better if they remain friendly visitors all the way through.

To them and to those volunteers who can give the time and who like the excitement of meeting emergencies, the district secretary's work will always make a strong appeal, but these very workers, be they employed or volunteer, need the steadying experience of keeping on indefinitely, winning their way to a long friendship with a few families.

In an English paper on Training for Social Work (*Charity Organisation Review*, July, 1910) I was interested to read that Miss Macadam of Liverpool had often found the best results for both the visited and the volunteer from the regular continuous visiting of one single family, which gives a close knowledge of its daily life.

In your first case (page 86 of the BULLETIN), is it not especially important that the family chosen should be one already well investigated, except as to the examination of the child, so that the pupil shall learn how good investigation helps treatment and also, if she becomes the friendly visitor, that she may not be embarrassed by being asked to make investigation herself? Friendly visitors come to me with embarrassments caused quite as often by want of thorough investigation as by being asked to be bearers or organizers of relief.

You say in the same article, "if volunteers are trained they may be as valuable as paid workers." It seems to me fair to add that even an untrained volunteer has in friendly visiting some advantages over a paid worker, and that co-operation between the two is essential. Indeed, if one who is to remain a volunteer shows ready aptitude for friendly visiting, instead of beginning to teach her the district secretary's work, I should increase the number of families up to four. Only when the person who has a genius for friendly visiting cannot undertake responsibility toward more than two families, would I give her other volunteer work. Genius or no, whatever else she were to do, I should surely expect her to be friendly visitor to two families, and, if she will not at the start, I should try to beguile her into it before many months had passed through other tasks chosen *for the purpose* from those that you suggest in the December BULLETIN.

This sounds perhaps like criticism, but is really a deeply felt appreciation of the teaching of the BULLETIN as to training—and a hope for more.

Yours sincerely,

ZILPHA D. SMITH.

II.  
**ASSOCIATED CHARITIES**  
**OF THE BETHLEHEMS, PENNSYLVANIA**

**TO THE CHARITY ORGANIZATION BULLETIN:**

**L**EHIGH University, situated in South Bethlehem, is a technical college of high standing. To it come a large number of men whose one thought is to fit themselves for successful business careers. The various courses of study are hard, requiring constant application, and the students are kept busy all of the time. When they leave the University, they take up many branches of work in which they see capital and labor in all of their manifold relations. Some direct men, and most of them go out into the world to fight their way with little or no knowledge of living conditions among the very people with whom they will be thrown, and to whom they must look for help in the successful materialization of their years of study.

No man who has had the advantage of a technical training can quite appreciate the laboring man who has not been so blessed, unless he can in some way come into real contact with him in his daily life, at that time in his own life when he is young and open to vital impressions.

Ordinarily speaking, this experience is not provided for in the curriculum of the technical colleges. When I took charge of the Associated Charities of the Bethlehems, it was with a highly colored memory of the visiting among poor families done by the medical students of the Johns Hopkins Hospital in Baltimore. This particular line of work was established by the Federated Charities of Baltimore, for the double purpose of carrying to families where there were young boys the uplifting friendship of older men, and of giving to the men themselves the experience of meeting and knowing, at first hand, the types of family which would inevitably require their professional services in the years to come. The double sense of giving and receiving was patent to the medical students at once.

I felt that in some way this same spirit might be fostered among the students of Lehigh University, but recognized the great difference between ministering to the physical needs of families as demonstrated by the visits of the medical students, and visiting them from a less specialized motive.

I talked the matter over with the Secretary of the University Y. M. C. A., explaining to him my idea of what the students should do. The Associated Charities of the Bethlehems is in close touch with the Juvenile Court of the County, my assistant being one of its probation officers. She has had in her care many boys who sorely needed a friend to keep them straight and to help them interpret life, and I suggested that these boys might properly be the ones for whom we could make an appeal to the students. The Secretary, Mr. Whiteside, fell in with my suggestion, and decided that the work would be ideal for the



members of the Association. He asked me to talk about it at one of the Sunday night meetings, and we planned to base the appeal not only upon the needs of the boys, but upon the future practical value which would accrue to the students themselves in having seen the innate decency and self-respect of the laboring men and their families, as well as their trials and struggles.

After my talk to the students, we asked for volunteers, and six men joined us in a meeting at which we elected a chairman and secretary and arranged for a regular time of conference. Owing to the pressure of their schedule of study, we found that the students could meet only once in two weeks. At the first meeting, held, as all subsequent meetings have been, in the office of the Y. M. C. A., which is located in the Student Club House, each student was assigned a family to visit. The conditions existing in each family were carefully gone over and suggestions made for the primary results to be desired. Each student was advised to introduce himself as a friend of the Secretary of the Associated Charities, and with this preparation the work began.

It is because the results have been good beyond all expectation, and because the students are so enthusiastic and earnest, that I venture to make this report. The work itself is an unusual departure for a college town, and, as far as we know, a new venture for the Y. M. C. A. It is full of possibilities and in a way helps to solve the question of social service and the technical university.

Recently all of the boys who have been visited were invited to an entertainment given by the students in the bowling alley of the Club, Drown Hall. The boys, many of whom had never had a chance for clean, decent sport, were a merry crowd of youngsters. Their very enjoyment of the fun was a lesson to the students, and we hope this group will prove the nucleus of a future boys' club run under the direction of the University. The students are now planning to raise money for a summer camp to which their boys may go, for more of that which is clean and decent and makes for health and happiness.

In closing, I will quote from the University paper an account written by one of the students regarding a meeting recently held for the purpose of interesting more of the men in the work. It is as follows:

The work has been called Social Service rather than Big Brother movement because it deals not only with the individual boy who has been before the Juvenile Court, but also with his environment.

A student, when making his first visit, investigates the condition of the home. In one case it was found that a family was drinking stagnant cistern water and the house itself was not fit to live in. In another instance a member of the family had an infectious disease and was without care. Some of these homes are within a stone's throw of the University, and the students engaged in this work have been surprised to find such bad conditions so near home. In other cases it was found that boys had been buying cigarettes without any apparent difficulty. Those merchants guilty of selling tobacco to minors were put under the watch of detectives. Hence the name, Social Service.

The reports of the various men showed decided improvements in the boys and in the families. Each speaker testified to the good he himself had derived from the work. One member said that it was the best possible training in sociology.

Our Y. M. C. A. is to be congratulated for being the first to undertake this work. However, on account of talks given by representatives at the recent State convention, the Christian Associations of other universities and colleges are promptly taking up the work, and the Lehigh Association has received many inquiries as to methods.

Fifteen men are in the work now, but it will take at least twenty more in order that all the boys who should be looked after are seen. Men doing this work as well as the families worked with are of various religious sects, so that no one should hesitate about enlisting in the work on that score.

Yours very truly,

CAROLINE DE FORD PENNIMAN.

---

## DEPARTMENTAL NOTES

### MISS BYINGTON'S RESIGNATION

READERS of the BULLETIN will note that Miss Byington's name no longer appears on its title page as one of the Associate Directors of this Department. On September 1st she resigned to become the head of the Brooklyn Bureau of Charities' Department of District Work and Co-operation. Miss Byington's return to an administrative task means no change to another field of social endeavor, and no severing of relations, in one sense, with the Charity Organization Department. These relations have been very close in the past, for she came to the Department (if it can be stated in that way) before there was one, taking up its preliminary field work in January, 1909. Miss Byington's common sense and personal charm have been invaluable assets in all of our activities. She has left her mark upon a group of cities and towns to which she has paid field visits, and has found time besides to prepare several short studies that are among the Department's most useful publications. Her work has been most varied and all of it has been good. After these nearly five years of admirable service and delightful personal relations, her colleagues in the Russell Sage Foundation release her for her new duties with warm good wishes and many regrets.

\* \* \*

### A NEW MEMBER OF THE STAFF

THE Department announces the addition of Miss Caroline L. Bedford, formerly of the West Side District of the Chicago United Charities, to its permanent staff. Miss Bedford is an A.B. of the University of Minnesota, has been a teacher, a settlement worker, and for six years a charity organization case worker. She brings to her new position ripe experience and a whole-hearted enthusiasm for the charity organization cause.

\* \* \*

### SEND AN INTRODUCTION

WHEN a good volunteer worker, a co-operative clergyman, or any other useful and much missed person moves to another city, do not fail to notify the charity organization society in his new home promptly. See to it that your loss is its gain. We are discovering that this is one of the friendly and by no means difficult things that are often neglected, and we would respectfully urge all general secretaries and supervisors of volunteers to make a note of it.

PUBLICATIONS OF THE CHARITY ORGANIZATION  
DEPARTMENT OF THE RUSSELL SAGE  
FOUNDATION

SERIES B LEAFLETS

- C. O. 1. WHAT IS ORGANIZED CHARITY?  
C. O. 2. RELIEF—A PRIMER .....Frederic Almy.  
C. O. 3. TREATMENT—(FAMILY REHABILITATION) ...Porter R. Lee.  
C. O. 5. PASSING ON AS A METHOD OF CHARITABLE RELIEF.  
C. O. 1, 80c. per 100. C. O. 3, 70c. per 100. C. O. 2 and C. O. 5, \$1.40 per 100.  
These prices and all that follow include postage or expressage.

MISCELLANEOUS PAMPHLETS

- C. O. 6. THE FORMATION OF CHARITY ORGANIZATION SOCIETIES  
IN SMALLER CITIES .....Francis H. McLean.  
10c. each; \$8.00 per 100.  
C. O. 7. WHAT SOCIAL WORKERS SHOULD KNOW ABOUT THEIR  
OWN COMMUNITIES .....Margaret F. Byington.  
5c. each; \$3.50 per 100.  
C. O. 10. ORGANIZATION IN SMALLER CITIES .....Alexander Johnson.  
60c. per 100.  
C. O. 11. A MODERN ST. GEORGE .....Jacob A. Riis.  
Reprint by permission from Scribner's Magazine, \$1.80 per 100.  
C. O. 12. EFFICIENT PHILANTHROPY .....Rev. George Hodges, D.D.  
\$1.45 per 100.  
C. O. 28. THE CONFIDENTIAL EXCHANGE .....Margaret F. Byington.  
5c. each; \$3.50 per 100.  
C. O. 31. PUBLIC PENSIONS TO WIDOWS WITH CHILDREN. A Study  
of their Administration .....C. C. Carstens.  
10c. each; \$6.50 per 100.  
C. O. 33. THE CHARITY DIRECTOR. A Brief Study of his Responsi-  
bilities .....Ada Eliot Sheffield.  
5c. each; \$2.50 per 100.  
C. O. 34. A STUDY OF NINE HUNDRED AND EIGHTY-FIVE WIDOWS  
KNOWN TO CERTAIN CHARITY ORGANIZATION SO-  
CETIES IN 1910.\* .....Mary E. Richmond and Fred S. Hall.  
25c. each.

FORMS, BLANKS, ETC.

- C. O. 13. TELEGRAPHIC CODE AND TRANSPORTATION AGREEMENT,  
17c. each. (Sent only to signers of the Agreement.)  
C. O. 16. HOMELESS MAN RECORD FORM, 85c. per 100.  
C. O. 17. DIAGNOSIS AND TREATMENT RECORD FOR FAMILIES, 60c.  
per 100.  
C. O. 18. INQUIRY BLANKS, 28c. per pad of 100.  
C. O. 19. INQUIRY REPLY BLANKS, 28c. per pad of 100.  
C. O. 21. DIRECTIONS CARD FOR USE WITH CARD C. O. 30 (Supplied  
without charge with orders for Card C. O. 30).  
C. O. 22. CASE RECORD FORM (yellow) with horizontal lines, 75c. per 100.  
C. O. 23. CASE RECORD FORM (yellow) without horizontal lines, 75c. per 100.  
C. O. 24. CASE RECORD FORM (blue) with horizontal lines, 75c. per 100.  
C. O. 25. CASE RECORD FORM (blue) without horizontal lines, 75c. per 100.  
C. O. 26. RELIEF RECORD FORM, with horizontal lines, 75c. per 100.  
C. O. 27. RELIEF RECORD FORM, without horizontal lines, 75c. per 100.  
C. O. 30. CASE INDEX OR CONFIDENTIAL EXCHANGE CARD, 36c.  
per 100.

Sample copies of all the above, except C. O. 13 and those pamphlets to which  
a price for single copies is affixed, will be sent free upon request, or in quantities  
at the prices named, *which cover the cost of postage or expressage*

\*Ready about November 1st.



# CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF  
CHARITY ORGANIZATION SOCIETIES BY THE  
CHARITY ORGANIZATION DEPARTMENT  
OF THE

RUSSELL SAGE FOUNDATION, 130 E. 22D ST., NEW YORK

---

MISS M. E. RICHMOND, DIRECTOR

FRED S. HALL, ASSO. DIRECTOR

---

VOL. IV.  
(NEW SERIES)

NOVEMBER, 1913

No. 12

---

## WANTED—A "C. O. S. SCENARIO"

THE Charity Organization Department and the American Association of Societies for Organizing Charity have received a number of letters calling attention to a photo-play entitled "The Blood-Red Tape of Charity," now on exhibition in different parts of the country. In this highly melodramatic presentation of alleged methods of charitable work, all the social agencies that were appealed to refused to help a family until after an implied regulation delay of one month for investigation. A professional crook pities the family, however, and, by means of a successful raid, gets the funds needed for its relief.

The suggestion has been made, in this connection, that a photo-play be prepared which will give a true picture of the work done by organized charity. The Department is in sympathy with this purpose, but realizes that the task is a very difficult one. The best work is usually the least spectacular. Nevertheless, it is the Department's hope that a Scenario can be prepared which will steer safely between melodramatic misrepresentation on the one hand and dulness on the other. We print below a Scenario prepared a year or so ago by several students in the New York School of Philanthropy. This is as unsatisfactory to its authors as it is to us, but it is printed here in the hope that it may stimulate someone to the production of something that is really good.

If a Scenario is submitted which seems to combine the qualities needed, the Department will make an effort to have one of the film-producing companies put it on the market.

## THE EXPERIMENT

### CHARACTERS:

John Martin, mill-hand.  
Annie Martin, his wife.  
Myrtle Martin, his daughter; a cashier.  
Bennie Martin, just beginning high school.  
Tommy Martin, 7 years old.  
Agnes Martin, 4 years old.  
Robert Green, engaged to Myrtle.  
A neighbor.  
Miss Blank, C. O. S. visitor.  
Landlord.  
Doctor.  
Superintendent of Factory.  
Foreman.

### I.—A HAPPY HOME\*

Kitchen of the Martin home in the outskirts of New York. Large, cheerful room, stove at one end, table set for breakfast at the other. Annie M. cooking. John comes in in shirt-sleeves and sits by window reading paper. Tommy comes in carrying cat; he and Agnes get saucer of milk from mother, and hover round cat as it drinks the milk. Myrtle enters, in pretty kimono; shows her mother an illustration in a fashion paper. Mrs. M. turns half away from stove, and the two women talk absorbedly. Mr. M. lowers paper and joins in talk, teasing Myrtle, who laughs and hangs head. (Picture on screen of wedding dress from fashion-paper.) Bennie comes sky-larking into room with books in strap, his cap on the back of his head. His mother points to it; he takes it off with deep bow and stuffs it elaborately inside jacket. Pinches Myrtle and gets ears boxed; pulls cat's tail and is attacked by Tommy, pretends to run away, upsetting a chair, is finally subdued, and all sit down and bow heads while Agnes says grace.

### II.—THE ACCIDENT

Outside house; Mr. M. and Myrtle come out and start for work, he smoking pipe, she in fresh, simple summer dress. At corner, Robert is waiting for her, and father bids them a joking good-bye. Turns once to look after them as they walk along, oblivious to everything but each other. Camera follows Mr. M. into factory. (Accident to be worked up.)

### III.—A HARD WINTER—SIX MONTHS LATER. THE STRUGGLE TO MAKE ENDS MEET

In the kitchen again; Mr. M. seated by window, in attitude of depression; one sleeve empty. Ornaments, clock, and all but barest furniture gone from room. Bennie comes in, in patched and outgrown clothes and broken shoes; hands mother quarter he has made running errands; points down street.

---

\* Center headings represent explanatory phrases to be thrown on the screen.

Landlord enters; is received with shakes of head and pantomime of asking for time. He is helpless; must have money, or else they must leave; goes out; Mrs. M. buries face in apron.

#### IV.—"IS THERE NO WORK FOR A CRIPPLE?"

Mr. M. goes out; applies for work at several stores and factories; refused, sometimes kindly, sometimes roughly. Turns corner, comes on Bennie with crowd of street boys, smoking cigarette and shooting craps. Angrily orders him home; Bennie hangs head and slinks away.

#### V.—"ROB, YOU HAVE YOUR MOTHER TO WORK FOR, AND I MUST WORK FOR MINE"

Store where Myrtle works. She is just leaving, with crowd of girls. Robert waiting outside; she joins him; he draws her hand through his arm and holds it; talks earnestly; they reach her home; go into parlor; scene in which he begs her to marry him; she refuses; will not add her family to his burdens. Tears and farewell.

#### VI.—ANOTHER SIX MONTHS GO BY

Another room, very poor and dark; broken furniture; Myrtle lying on couch, ill; father sits by, fanning her; mother washing; boiler on stove. All very thin and wretched. The two younger children, ragged and dirty, come in with bundle of sticks from street. Bennie slouches in; looks tough; speaks to mother, but does not meet her eye. She points to cupboard; he opens it; only part of loaf of bread there. Bennie shakes head; can do without. Points out ad in paper. ("Boy wanted" ad on the screen.)

Bennie goes out; neighbor comes in with bowl of soup for Myrtle. Stands with arms akimbo; Mrs. M. talks with neighbor. Mrs. M. gets more and more agitated; finally breaks down with gestures of despair. Neighbor throws up hands.

#### VII.—"WHY DON'T YE ASK THE CHARITY TO HELP YE OUT? THEY PUT ME BACK ON MY FEET WHEN MY TIM DIED"

Neighbor and Mrs. M., shawls over heads, approaching C. O. S. office, Mrs. M. reluctant; neighbor urges her on. They enter, talk to visitor; she asks questions, speaks sympathetically, makes a few notes. All go out together, scene shifts to home. Visitor glances swiftly around; goes to bedside and examines Myrtle, who tosses but does not awaken. Father stands one side; face expresses dislike of visitor's intrusion. Bennie comes in, unsuccessful; is spoken to pleasantly and removes cap. Visitor seated; picks up Agnes, and addresses herself to Mr. M. As she talks his face clears; he nods head and speaks. Exit visitor; goes to grocer's store on corner; talks a few seconds, writes

order; comes out and goes up to doctor's office; speaks and points; he puts on hat, takes bag, and both go down and walk up street behind grocer's boy with basket. All three enter doorway of Martin home.

Visitor and Bennie come out of C. O. S. office; go to the factory. He waits outside; she goes to Superintendent's office. Conversation pleasant; visitor's manner earnest; Superintendent's face shows interest and concern. Rings for foreman, who comes in, in overalls, and answers questions. Superintendent rings, Bennie enters, shows working papers; dialogue with Superintendent; he speaks to foreman, who takes Bennie away.

#### VIII.—RESULTS OF A WEEK'S WORK BY THE C. O. S.

- 1.—Bennie's time-card.
- 2.—Myrtle's admission card to hospital.
- 3.—John Martin's license to keep a news-stand.
- 4.—Letter from employer, enclosing check, and stating that they are now considering installation of safer machines.
- 5.—Letter to Governor regarding Workmen's Compensation Bill that is awaiting his signature.

#### IX.—THE NEXT WINTER

News-stand, under "L" station. Night. Mr. M. goes home to the old house; kitchen as before. Kisses wife and hands her bills. Young children run out in nightgowns. Bennie comes in from night school, bringing books. Whole family neatly dressed; and looking well. Bennie erect and manly.

Enter Myrtle and Robert, their differences made up. Tableau.

Letter from Mrs. M. to Miss Blank, inviting her to Myrtle's wedding.

---

## OFFICE FORM SCRAPBOOKS

FRED S. HALL

**T**HROUGH the co-operation of 166 societies the Charity Organization Department was able to prepare a set of seventeen Office Form Scrapbooks and have these on exhibition at the Seattle Conference. The forms were classified by their general character, and, as they are arranged conveniently in books, it is possible for anyone wishing to revise any particular form to glance rapidly over the forms in use for that purpose in other societies. Each set of forms is arranged so that the ones used in the larger societies stand first, thus facilitating comparisons. Though there were 109 societies that did not furnish their forms to the Department these were chiefly new or small societies and the collection is therefore a representative one. Only eighteen of the societies in the largest hundred cities failed to send material. The seventeen books are as follows:

- Book 1. Case Records (larger cities).  
 " 2. Case Records (smaller cities).  
 " 3. Envelopes for Case Records.  
 " 4. Case Index and Confidential Exchange Forms (larger cities).  
 " 5. Case Index and Confidential Exchange Forms (smaller cities).  
 " 6. Street Index Cards.  
 Registrar's Miscellaneous Forms.  
 Telephone Call Forms.  
 " 7. Day Sheets or Daily Reports.  
 Visitors' or Agents' Daily Reports.  
 Application Blanks.  
 " 8. Weekly, Monthly or Annual Reports.  
 " 9. Diagnosis, Treatment and Relief Forms (filed with case records).  
 Statistical and Treatment Cards (filed apart from case records).  
 " 10. Relief Cards and Ticket Books.  
 " 11. Contributors' and Appeal Cards.  
 " 12. Contribution, Subscription or Membership Cards or Slips.  
 Acknowledgment Forms.  
 " 13. Leaves from Cash Books.  
 "Special Case" Account Forms.  
 Miscellaneous Bookkeeping Forms.  
 " 14. Receipts and Vouchers.  
 Checks and Vouchers Combined.  
 Financial Statement Forms.  
 Requisition Blanks.  
 " 15. Order Forms (for groceries, etc.).  
 Business Office Placards.  
 " 16. Inquiry and Inquiry Reply Blanks.  
 Postals promising reports on families referred.  
 School Record Forms.  
 Employment Forms.  
 Application Blanks for Positions in the Society.  
 Woodyard and Lodging House Forms.  
 Disaster Relief Forms.  
 Mothers' Pension Forms.  
 Child Placing or Commitment Forms.  
 " 17. Forms for Use with Medical Agencies.  
 Visiting Nurse Forms.  
 Day Nursery Forms.  
 Provident Savings Forms.  
 Housing Forms.

The Department is ready to loan these books to any societies that are willing to pay the express charges. Each book weighs about five pounds. They contain writing and therefore it is not possible to send them by parcel post.

An analysis of the forms sent in is interesting as an indication of the opinions the societies hold regarding the value of the various forms.

**CASE RECORD FORMS.** All but 18 of the 166 societies have case record forms, these 18 evidently using instead either their index cards or books of some sort. The preference is very marked for a large form which can be filed flat in a vertical file folder, nearly three-fourths of the societies using that form while only 30 still use the narrow form so common a dozen years ago. Seventy-one societies use the forms published by the Department (C. O. 22 or 24).

Very few of the societies use any special form as a homeless man record, only 30 of the 166 societies regarding this as necessary. Naturally these 30 are chiefly the larger societies.

**CASE INDEX AND CONFIDENTIAL EXCHANGE CARDS.** Case index and Confi-



dential Exchange cards are considered together, for it is the general custom, if a society has a Confidential Exchange, to use the same form of card for its own cases as for cases reported by other agencies. Of the 166 societies which sent their forms, 41 apparently use no cards of this type. These societies probably have case records of some sort but see no necessity for a card index of such records. (For objections to this procedure see Volume III of this BULLETIN, page 26.)

Of the 125 societies which have card indexes, 85, or over two-thirds, are using cards which show the beginnings at least of a Confidential Exchange. There is indicated either an intention or an attempt to get outside agencies to record the names, addresses, etc., of the families with which they are dealing. Thirty-one societies have adopted a high, narrow card,  $3\frac{1}{2}$  by 6 inches, either the form published by this Department, No. 30, or a form of similar general content. There remain 59 societies which have Confidential Exchange cards of other sizes, the most common size being the standard library size, 3 by 5 inches. This is also the size most commonly used by the 40 societies that have a card index of cases but no Confidential Exchange.

**STREET INDEXES.** Street indexes are apparently regarded by most societies as a luxury not to be indulged in unless a considerable clerical force is available. Only 53 of the 166 societies report the use of such cards, the usual size being 3 by 5 inches. Undoubtedly others use plain unprinted cards for this purpose.

Very few of the larger societies are without a street index, and in the writer's opinion it is a mistake for the smaller societies to neglect this aid to speedy identification of new cases with cases of which there is a record. A street index is not difficult to make or to keep up to date. It has been demonstrated that it is not even necessary to cross out old addresses on such cards when it is learned that a family has moved. A record of the family at the new address answers every purpose. (See the BULLETIN, Volume III, page 30.)

**RELIEF SHEETS FOR FILING WITH THE CASE RECORDS.** It was a surprise to the writer to find out how few of the societies have a sheet or card attached to their case records on which the relief given may be recorded. Only 51 of the 166 societies sent in sheets of this character. It would seem that for all families that remain under care for a month or more a simple relief sheet is essential. No more than the date and the amount given needs to be entered, provided the source is also entered in regard to relief which does not pass through the society's books. Case Record Form 22, published by this Department, contains space for a few relief entries, and some of the 46 societies which now use this form are undoubtedly making use of these spaces in the place of an extra relief sheet. Twelve societies have a relief card which is apparently filed apart from the case records, an arrangement which can hardly be recommended.

**DIAGNOSIS AND TREATMENT SHEETS.** A few years ago Mr. Francis H. McLean devised a diagnosis and treatment sheet which has since been published by this Department. Certain societies have printed forms of their own very similar to this. In all, 23 societies now have forms of this sort. Recently these societies, if they had used such forms for a year or more, were asked to express an opinion regarding their value. Very few of the replies received were favorable to a general use of the forms. Several societies, however, regarded them as quite valuable in connection with more or less complicated or long continued records.

**STATISTICAL AND TREATMENT CARDS.** Statistical cards are of two kinds, according as they deal with social statistics (giving analyses of family conditions, disabilities, etc.) or with treatment statistics. As the former have been rather generally, though loosely, spoken of as "statistical cards," and the latter as "treatment cards," these terms will be used here.

There are 40 societies which use statistical or treatment cards. Ordinarily (26 societies) one card is used for both purposes. A few societies, however, have a treatment card only and a very few a statistical card only. With the exception of the Chicago United Charities and a few other societies—the latter chiefly those which use the Chicago forms—statistical or treatment cards are not attached to the case records but are filed separately. A number of societies use signals on these cards, thus always having their current records classified in any way they may desire.

The Charity Organization Department is frequently asked to recommend a statistical card, but has hesitated to make any recommendation because of the experience of several societies which have temporarily abandoned the use of their cards on account of the large amount of clerical labor they necessitate. In order to be able to answer inquiries of this sort, this Department will be glad to hear from societies whose experience with statistical or treatment cards has been satisfactory.

**APPLICATION BLANKS.** Very few societies use application blanks. The custom is apparently on the decline in proportion as societies aim to make the interview more friendly and less formal. Only 25 of the 166 societies sent in forms of this character. This number includes a few societies that use large application books—books with a single long line for each applicant on which is recorded his name and the information obtained about him. Usually, however, the blanks are separate sheets, each being used for a single family.

**DAYBOOKS OR DAY SHEETS.** The daybook or sheet is a society's permanent daily record of certain important items of each day's work. Usually a book is used, though the custom of using loose sheets seems to be growing. From 59 of the 166 societies samples were received of day sheets or pages from daybooks.

**VISITORS' DAILY REPORT FORMS.** Seventeen societies have furnished their visitors with forms on which to report their work each day. Usually the name of each family cared for in any way is entered, and certain other items in regard to what has been done.

**MONTHLY AND OTHER GENERAL REPORT FORMS.** Only 45 of the 166 societies seem to have regular forms on which to fill in their statistical data periodically. Thirty-nine of these 45 use monthly report forms, clearly the prevailing type. These forms vary in content, due to the great difference of opinion among charity organization workers as to how many and what statistics it is worth while to gather. One of the largest societies has but 39 items on its form, while other forms show over 80 items. There is plainly a need for conference on this subject among charity organization workers.

**GROCERY AND OTHER ORDER FORMS.** Forms for ordering goods from grocers and other tradesmen are used by 91 societies, 30 of which have discovered that a saving in time is accomplished by having a form in connection with which a carbon copy of the order can be made (thus doing away with stubs). Societies should of course keep copies of all orders that are given (though 34 societies

apparently do not do this), and it is a sign of increasing efficiency that only 27 societies still perform the double work which is required when the order is written out on a stub, as well as on the order form. Many order forms are bound in books or in pads. Five societies make two carbon copies of each order, retaining the first as a check upon the grocer's bills and evidently using the second to assist in keeping the case record up to date in the matter of relief given.

**CONTRIBUTORS' AND APPEAL CARDS.** Every society has contributors, and it is a little surprising that only 62 of the 166 societies reporting use specially designed "Contributors' Cards," i.e., cards on which each contributor's record may be entered year after year. It is probable, however, that many of the other societies keep records of their contributors on plain cards.

Most societies apparently use no special additional cards for non-contributors ("appeal cards"), for only 10 societies sent samples of such cards. It is probable, however, that other societies use plain cards for their appeal lists. These answer the purpose perfectly well.

The contributors' cards in use reflect the problems which the societies have faced in connection with their financial work. Chief among these, apparently, is that of an automatic reminder device which will assist in the follow-up of contributors for renewals, every twelve months. For this purpose six societies have a different kind of card for each month in the year, the month being shown by a projecting lip on the upper edge of the card. January contributors are entered on January cards, etc. (The difficulty arises, of course, when a contributor in a later year delays his contribution until February.) Four societies use signals on their cards to indicate the month of the contribution. One large society has a complete duplicate set of contributors' cards filed by months and used for follow-up purposes.

Three societies have recently adopted variations of what appears to the writer to be decidedly the best plan. In the Chicago United Charities, one of the three societies, card carbon copies are made of the typewritten acknowledgments which are sent to contributors. These cards are filed by months and thus become available for follow-up purposes a year later and thereafter until renewals are obtained. The carbon cards are then destroyed, or filed elsewhere, and the contributions entered on the regular contribution cards. In Chicago third (thin) carbons are also made of the acknowledgment slips and are used for quite another purpose. They are filed in a single alphabetical series and at the end of the year are handed over, as copy, to the printer of the annual report.

**BOOKKEEPING AND FINANCIAL FORMS.** No analysis is possible of the many varying bookkeeping forms now in use. In no other part of charity organization work is so great diversity shown. Mention can be made of passing that 21 societies—usually large societies—are using the combined check and voucher form which has been recently adopted by many large business houses.

**BUSINESS OFFICE PLACARDS.** Twenty-nine societies have placards which they furnish to business establishments (usually only to contributors) for display in their offices. Such placards, which refer all applicants to the charity organization society, are probably less used now than they were a dozen years ago. They have been considerably criticized and several large societies have abandoned their use altogether.

**MISCELLANEOUS FORMS.** Twelve societies have decided that it is an economy

of time, in making out-of-town inquiries, to use the forms published by this Department for that purpose, Forms C. O. 18 and 19. Four societies, in following up the school attendance of children in families under their care, use school record forms which the teacher or principal signs after entering upon them the attendance records of the children. Three societies have standardized the applications they receive for employment on their staffs, at least to the extent of printing application blanks.

## SALARIES IN CHARITY ORGANIZATION SOCIETIES

IN response to a number of suggestions the Charity Organization Department recently sent schedules to the societies located in the largest fifty cities in the United States, asking for certain figures in regard to salaries. Forty-two of these societies filled out their schedules and the results are presented in the following table.

It was necessary to arrange the cities that replied in seven population groups. Partly as a result of this classification and partly because of the many different types of organization represented, the figures are not always strictly comparable and their limitations must be kept in mind. Practically all of the forty-two societies scheduled employed one or more case workers, exclusive of the general secretary. The greatest difficulty was encountered in connection with the salaries paid to this class. From the case work standpoint, the societies scheduled fall naturally into the three following groups:

1. Societies with district offices.

- a. These include, at one extreme, a few large societies in which the "district secretary" is in charge of a force of a dozen or so visitors connected with each district. Here the district secretaries have responsibilities comparable to those of general secretaries in most other societies. They have little or no first-hand contact with case work.

- b. At the other extreme are included societies in which the "district secretary" is the only salaried case worker in the district.

2. Societies without district offices, but whose "district secretaries" have sections of the city or "districts" in which they ordinarily do all their work.

3. Societies entirely undistricted, in which, therefore, the visitors work in any part of the city.

It would be desirable to show the first of the above groups (1a) by itself, but the group blends gradually into the next (1b). Nor was it possible, without further delay, to distinguish between the districted societies that had offices in their districts and those that had no district offices. The solution forced upon us, therefore, was to put into one rather heterogeneous group not only the "district secretaries" (of all types referred to in the above outline) but also the paid case workers in the undistricted societies. In a second group were put the "assistants in districts," and in a third the "workers in training."

# GROUP I.

Population, 1910	Cities in the group	Position	SALARY PER YEAR						
			Under \$600	\$600 and under \$1000	\$1000 and under \$1500	\$1500 and under \$2000	\$2000 and under \$2500	\$2500 and under \$3000	\$3000 and over
600,000 and over	6	Assistant secty.		1	1	2	1		
		Community secty.*		2	4	6	2		3
		Financial secty.		1	1	1		2	
		Registrar**		3		2	1		
		Cashier†		3	2	1			
400,000 and under 600,000	5	Supt. of districts			1	1	2		1
		Assistant secty.			2	3	1		
		Community secty.*				1			
		Financial secty.			1	3			
		Registrar**	1	3	1				
300,000 and under 400,000	6	Cashier†	1	3	1				
		Supt. of districts			2				
		Assistant secty.		1	1	3			
		Community secty.*			1				
		Financial secty.		1	1	1			
200,000 and under 300,000	9	Registrar		4	1				
		Cashier†		4					
		Supt. of case work		1	1				
		Assistant secty.		3	4				
		Community secty.*		1	1				
150,000 and under 200,000	4	Financial secty.			1				
		Registrar					1		
		Cashier†		1					
		Assistant secty.	1	3					
		Community secty.*			1				
125,000 and under 150,000	7	Registrar	1	3					
		Cashier†		2					
		Assistant secty.		2	1				
		Registrar	1	1					
		Cashier†	1	1					

\* Includes also Assistant Community Secretaries.

\*\* Includes Chief of the Conf. Exch. Bur. instead, where such a Bureau exists.

† Or bookkeeper.

GROUP II.

Population, 1910	Position	SALARY PER YEAR				
		Under \$420	\$600 and under \$1000	\$1000 and under \$1500	\$1500 and under \$2000	\$2000 and under \$2500
600,000 and over	Secty. for the homeless		1	3		3
	Supt. woodyard		2			1
	Supt. laundry		1	1		
	Supt. women's workroom	1	1			
	Supt. day nursery	3		1		
	Visiting housekeeper		8			
	Visiting nurses		31		1	
	Secty. of central inves. bureau		2			
	Interviewers	1	6			
	Interpreters	6	1			
	Director volunteers		6			
400,000 and under 600,000	Secty. for the homeless			1		
	Secty. legal aid			1		
	Secty. prov. savings		1			
	Visiting housekeeper		1			
	Interpreter	1				
300,000 and under 400,000	Director volunteers		1			
	Secty. for the homeless		1			
	Secty. legal aid			1		
	Supt. women's workroom		1			
	Secty. prov. savings	1				
200,000 and under 300,000	Visiting housekeeper	3	2			
	Visiting nurses		13	1		
	Secty. legal aid		1			
125,000 and under 150,000	Secty. prov. savings	5	1			
	Supt. lodging house	1				
	Visiting nurses		8	2		
98,000 and under 125,000	Visiting housekeeper	1				
	Visiting housekeeper		1			

# GROUP III.

Population, 1910	Cities in the group	Position	SALARY PER MONTH							
			Und. \$30 \$30 and \$40	\$30 and und. \$40	\$40 and und. \$50	\$50 and und. \$60	\$60 and und. \$70	\$70 and und. \$80	\$80 and und. \$90	\$90 and und. \$100 and over
600,000 and over	6	District sectys., agents or case workers			2	5	13	21	21	5 19
		Assistants in districts			4	16	52	17		
		Workers in training		7	11	1				
400,000 and under 600,000	5	District sectys., agents or case workers				11	13	7	3	3
		Assistants in districts		3	11	17				
		Workers in training	1	10	6					
300,000 and under 400,000	6	District sectys., agents or case workers			10	9	11	1	3	
		Workers in training			3	2				
200,000 and under 300,000	9	District sectys., agents or case workers	4*	1	1	4	13	6	1	
		Workers in training			7					
150,000 and under 200,000	4	District sectys., agents or case workers			3	6	5	1		
		Workers in training				1				
125,000 and under 150,000	7	District sectys., agents or case workers			3	3	5	1		
98,000 and under 125,000	5	District sectys., agents or case workers			2	3	4	1		
		Workers in training	2	1						

\* Probably board and room furnished.

## INDEX TO VOLUME IV.

DECEMBER, 1912—NOVEMBER, 1913

	PAGE		PAGE
A B C of Letter Appeals, The.		Office Form Scrapbooks .....	168
J. Byron Deacon .....	69	Outlines for District Training, 103, 105	
Bojesen, Johanne .....	103	Pauldings, The .....	109
Button, G. L. ....	145	Penniman, Caroline deFord ....	161
Byington, Margaret F. ....	8, 82	Pinelli, Widow .....	32
Case History Series ..21, 32, 43, 61, 109		Publicity in Social Work. T. J.	
Case Work Disciplines and Ideals.		Edmonds .....	74
Mary Willcox Glenn .....	126	Raymond, Widow .....	21
Case Work, Training in .....	82	Relatives .....	109
Case Work with the Feeble-		Responsible Volunteer, The. Mary	
Minded. Charles C. Stillman..	135	Goodwillie .....	14
Community Problems in a Group		Salaries in Charity Organization	
of Small Towns. Clara E.		Societies .....	173
Kummer .....	139	Scenario, C. O. S. ....	165
Conroy, Widow .....	61	Scrapbooks, Office Form .....	168
Convent, A .....	151	Seattle Conference Number ....	125
County Organization, A. G. L.		Smith, Zilpha D. ....	158
Button .....	145	Stillman, Charles C. ....	135
Deacon, J. Byron .....	69	Tasks for the Volunteer. Marg-	
Departmental Notes .....	163	aret F. Byington .....	8
District Training, Outlines for, 103, 105		Technical Training for Social	
Dornan, Widow .....	43	Work. Porter R. Lee .....	153
Edmonds, T. J. ....	74	Training Class for New Workers,	
Feeble-Minded, Case Work with		The. Porter R. Lee .....	95
the .....	135	Training for Social Work, Tech-	
Financial Appeals .....	69	nical .....	153
Glenn, Mary Willcox .....	126	Training in Case Work. Marg-	
Goodwillie, Mary .....	14	aret F. Byington .....	82
Hall, Fred S. ....	168	Training of Volunteers, Two Let-	
Hardwick, Katharine D. ....	2	ters about the .....	158
Jacobs, Theo .....	105	Training, Outlines for District, 103, 105	
Kummer, Clara E. ....	139	Two Letters about the Training	
Lee, Porter R. ....	95, 153	of Volunteers .....	158
Letter Appeals, The A B C of ...	69	Volunteer and the Veteran, The..	19
Memoranda of a Student .....	107	Volunteer as an Investment, The.	
Merritt, Louise H. ....	5	Katharine D. Hardwick .....	2
		Volunteer in the Small City, The.	
		Louise H. Merritt .....	5
		Volunteer, The Responsible .....	14
		Volunteers, Two Letters about the	
		Training of .....	158
		Wanted—A "C. O. S. Scenario"..	165
		Widows, Cases of .....	21, 32, 43, 61