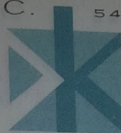


COLUMBIA SOUTH CAROLINA
SOUTH CAROLINA STATE HOSPITAL

DIRECTOR HENRY HEVLAN
ASST. DIR. BECKWITH N'D
S. D. CHASE
JOHN N. LEMERT N'D
S. EDNA JENNEN N'D
C. W. HIGGINS N'D
D. A. BOCHVART CHURMAN
S. C. HENLY HEVLAN CHURMAN

VICTOR KRAMER CO. INC. 545 FIFTH AVE. NEW YORK 17, N.Y.
LAUNDRY MANAGEMENT CONSULTANTS



MURRAY HILL 7-5440

April 7, 1959

William S. Hall, M. D.
Superintendent
South Carolina State Hospital
Columbia, South Carolina

Dear Dr. Hall:

Many thanks for the hospitality you extended to us on our recent visit. We were impressed by the keen interest shown by so many high state officials in the laundry program. We are confident that the valuable time they devoted to the complex laundry problems will lead to their solution.

In accordance with request of the committee, we are submitting a proposal to make a comprehensive survey of the laundry needs of the four institutions. The proposal follows the lines of our discussion, and states the scope of our activities. It is all right with us if the agreement is redrawn to conform with your official legal requirements.

We came away from Columbia with high enthusiasm because it would be both a challenge and a pleasure to serve the State of South Carolina. Based on our experience in other states, we have every reason to believe that substantial savings in your operating budget and other valuable benefits will result directly from this project.

With best regards to you all.

Sincerely yours,

VICTOR KRAMER CO. INC.

Thomas Summers

Thomas Summers
Executive Vice President

Paul Schweid

Paul Schweid
Vice President

TS/PS/ek



April 5, 1955

State of South Carolina
Mental Health Commission
Columbia, South Carolina

Attention: William S. Hall, M.D., Superintendent South Carolina State Hospital

Gentlemen:

We offer to serve the State of South Carolina as laundry management consultants for the following four (4) institutions:

South Carolina State Hospital - Columbia Division
South Carolina State Hospital - State Park Division
Pineland Training School
Penitentiary

THE OBJECTIVES

The State of South Carolina wants its patients, prison inmates and other state wards (laundry users) in the above institutions, to receive satisfactory laundry quality and service; its laundry and linen operating costs to be low; its investment in buildings and laundry equipment to be protected; future appropriations of capital funds for modernization, rehabilitation and expansion of laundry buildings and equipment to be held within controlled limits of genuine need; and also wants sound, economical management of laundry operations.

You want guidance on the advisability, feasibility, and economy which may result from consolidation and centralization of certain laundry facilities. You wish to consider possible increased use of inmates of the State Penitentiary for doing laundry work. It is also desired to raise the standards of laundry finishing of patients' wearing apparel, if it can be accomplished within budgetary limits of expense.

In summary, the State of South Carolina wants a coordinated master plan ready for executive decisions, together with the rationale and economics upon which the plan is based, so that you may proceed toward your goals.

April 7, 1959

WE AGREE TO DO

- I. SURVEY - Make a thorough management engineering survey of the existing laundries. We will visit each institution and its laundry to inspect its plant, machinery, layout, physical conditions, utilities, washing formulas, operating methods, supervision, personnel, supplies, linen handling methods, requests for additional buildings, facilities and equipment, operating costs and related matters.
- II. REPORT - Submit a comprehensive, factual report recommending the specific steps to take to achieve your objectives. Report will be down-to-earth, definite, impartial and will contain our advice on the things to do and how to do them. It will present our recommendations on policies, equipment, investment, organization and procedures so that you can make informed decisions.
- III. REPORT WILL INCLUDE - Detailed comments, analysis and recommendations on the following subjects:
1. Work Load - Analysis of the task (bed linen and wearing apparel), projected in pounds, by laundry production grouping, to determine how much the laundry should produce per hour, as the basis for equipping, staffing and operating. Full consideration would be given to future growth of each institution as well as the possibility of additional work load through higher standards of linen usage.
 2. Personnel - Paid - Evaluate the number of paid employees, in relation to the number of patient helpers and/or inmates, and suggest for paid employees, job classifications and duty assignments. The aim is to use the least number of paid employees and to assign them, where possible, to supervisory and instructional duties.
 3. Patient-Inmate Help - With respect to the assignment of patients or inmates to duties in the laundry departments, report will show the tasks which they may best perform, suggest work schedules integrated with the requirements of the institutions, - all with the dual purpose of providing therapeutic or rehabilitation benefits for the personnel and budgetary cost reduction for the State.
 4. Plant - Layout - Comments on space utilization with suggestions for obtaining most value from each square foot of space. Advise with respect to possible relocation or consolidation of any existing plants, and in that event, submit blue print of schematic layout with report
 5. Machinery - Present - Evaluation of condition, repairs if any are needed or warranted, adequacy in relation to task, current and projected, and how existing machines would function in a long range program.

April 7, 1959

6. Machinery - New - Objective appraisal of genuine need for new machines as replacements or additions, with specific recommendations as to sizes, types, features, capacities and costs. Report will evaluate current budget requests, if any, for additional or replacement machines for each institution.
7. Physical Conditions - Suggestions on lighting, ventilation, housekeeping, fire protection, safety devices, lint control, supplies storage, pipe covering, lubrication, employee facilities, and minimizing of air borne infection.
8. Utilities - Quantitative statement of laundry requirements for hot water, cold water, steam, electricity, compressed air, and their relation to adequacy of supply, pressure, temperature.
9. Washing Formulas - Evaluation of present washing formulas and recommendations for improvement as may be needed to insure long linen life, sterilization of goods and economy. Formulas to be suggested will be based on your local water conditions, sizes of loads, degree of soil, types of classifications, kinds of washing machines.
10. Laboratory Analysis - Report of test piece analysis made in our own laboratory to determine tensile strength loss and whiteness retention of linens and thus confirm washing results.
11. Operating Methods - Suggestions for operating methods which may be improved by the use of modern techniques applicable to your plants. Report will recommend approved labor-saving methods and procedures which are best adapted to your own machines as operated by a combination of paid employees and patient or inmate help. Report will comment on marking and identification methods in connection with the processing of personal laundry for patients and staff.
12. Supervision - Suggestions for simple records and controls which would aid your laundry managers to become more valuable department heads.
13. Supplies - Advice on the purchase, storage, control and usage of laundry supplies for economy and effective results. Consideration of soaps and other products which are provided to the laundries by state use industries.
14. Linen Conservation - Comments on preliminary inspection of system now used for linen distribution, transportation and conservation. Development of full scale Linen Control System is not included in this report.

April 7, 1959

15. Laundry Service for Patients-Inmates and Staff - Analysis to show how the demand for good laundry service for linens, uniforms and clothing from inmates-patients and staff can be met within the framework of your pre-determined policies and available facilities.

IV. CONSOLIDATION PROGRAM?

Based upon the above survey, and all its inter-related factors, we will present analysis of the relative advantages of various alternatives:

- a) One central laundry to serve all 4 institutions, or (b) One central laundry to serve 3 institutions and separate facilities for the Penitentiary, or (c) modernization and continuing operation of the 3 individual laundries, or (d) other possible plan which may develop from the study.

V. CONFERENCES

When we start the survey, we will confer with you to obtain your prior approval for the outline of the general plan, to establish a basis of liaison, and to receive your specific instructions on any phases of the project. During the course of our survey, when we have arrived at tentative conclusions, we will confer with you to discuss them. Within two weeks after you receive the report, we will meet with you, to consider the various recommendations, the methods for implementing them, and to answer any remaining questions.

VI. TIME

The Survey and report will be completed as soon as possible but within 90 days from date work is authorized by you.

YOU AGREE TO DO:

I. DATA

Make available to us existing factual information, costs, production, payroll figures, budget requests, pertinent records.

II. FEE

Pay us \$ 10,000 for the foregoing services, payable as follows: 30 days after contract is signed - \$ 3000 on account; 30 days thereafter - \$ 3000 on account. Balance of \$ 4000 30 days after the report is delivered.

III. EXPENSES - None

We will absorb all out-of-pocket expenses for travel, meals, hotels, etc.

Your signature of acceptance below will make this proposal the agreement between us and authorize us to proceed with the responsibility.

ACCEPTED
STATE OF SOUTH CAROLINA
MENTAL HEALTH COMMISSION

By _____

Title _____

Date _____

Sincerely yours,
VICTOR KRAMER CO. INC.

Thomas Summers

Thomas Summers
Executive Vice President

**S. C. State Hospital
Analysis of Costs for Laundry Services
Annual Basis**

1958 - 1959

April 1959

<u>Expenses</u>	<u>Present State Hosp. Laundry Cost</u>	<u>Proposed Prisoner Setup</u>	<u>Proposed Patient & Paid Employee Setup</u>
Water	\$ 3,510.00	\$ 4,680.00	\$ 4,680.00
Electricity	3,588.00	4,784.00	4,784.00
Steam	15,600.00	20,800.00	20,800.00
Supplies	26,600.00	36,000.00	36,000.00
Labor Cost	127,000.00	44,800.00	60,240.00
Hauling Cost (To Wateree & Return)		20,000.00	
Totals	\$176,298.00	\$131,064.00	\$126,504.00
Annual Poundage	7,800,000	10,400,000	10,400,000
Cost Per Pound	\$0.0226	\$0.0126	\$0.0122

Using the charge being made by Virginia and Maryland for laundry done for State Institutions, of \$0.04 per lb., the State Hospital cost for 7,800,000 would be \$312,000.00 or an increase above current cost of \$135,700.00.

Using \$0.04 per pound for laundry, assuming 10,400,000 lbs. is used, the State Hospital cost would be \$416,000.00, or an increase above present cost projected to 10,400,000 lbs. of \$181,100.00 per annua.