

October 20, 1932.

Julia Morgan, Arch,
San Francisco, Calif.

Dear Miss Morgan:

I have read over Mr. Bistany's letter and Mr. Hearst's telegram regarding the condition of the animals on the hill and am returning same to you, herewith.

I wish to make the following statements regarding some of the various points and individuals mentioned in the correspondence.

- 1....First, I believe 95% of the "lack of Care" to be due to a program of economy for which Mr. Parks is responsible only as the agent of those above him.
- 2....I feel that Carey Baldwin did all that could be done with the limited supply of food and help provided him for care of the animals. He was in full knowledge of most of the necessities mentioned in Mr. Bistany's letter, many of which it appears that he personally has told Mr. Bistany.
- 3....Carey Baldwin's absence during the summer was for the sole purpose of studying zoology, which he did conscientiously and well, to better fit himself for his position.
I doubt very much whether Mr. Baldwin left without the full permission of the authorities over him. At the same time he left a very capable, hard working, experienced man in charge.
- 4....The man Mr. Hearst refers to ^{as} one "who did know how to take care of giraffes" is the Mr. Perkins I referred to last night as a highly capable animal caretaker. I wish to add in Mr. Baldwin's defence, that tho' Mr. Perkins would be very very hard to replace, either in his present position as Janitor or as a Giraffe caretaker, he has a personality that conflicts with most of those he works with. Mr. Perkins is one of those very clever, industrious individuals who will take advice from few if any.
- 5....Mr. Baldwin has never had fewer than four men besides himself instead of three as Mr. Bistany writes.
- 6....About June all of the men in the animal crew were arbitrarily cut 20% including Mr. Baldwin. This was a rather discouraging blow to those who should better have expected a raise. In particular, Harry De Hayes, has had charge of the animals in the zoo for some five years and has not lost a single animal (excepting new born) in that time. This in spite of the deplorable conditions of which Mr. Bistany speaks is a mark of accomplishment.

- 7....Mr. Baldwin has repeatedly requested quarters and complained of the limited funds available for feeding. He has done this persistently in written specific requests and because he has perhaps been a little too polite to demand action he is to be let out. He was promised improvements which were so consistently postponed that his attitude became "Well all I can do is to call things to their attention, then if they cannot meet my requests there is nothing else I can do".
- 8....I wish to state that, since I've been on the hill, Mr Baldwin has cooperated with me in every way.
- 9....Finally, It is my opinion that to attain anything like the conditions suggested in Mr. Bistany's letter, will cost Mr. Hearst a lot more if Mr. Baldwin is replaced by a man who is perhaps more capable of handling animals than men. The man in charge must have full authority to select & pay good willing, preferably experienced men, who will enjoy working under conditions prevalent on this Hill.
- 10...Refrigeration is necessary for most of the animals in the zoo, for most of them are meat eaters and it is the next thing to impossible to keep the needed quantities fresh under present conditions. The elimination of these animals would be the loss of some of his finest specimens.

Miss Morgan I have made the above statements to you just as I would make them to Mr. Hearst and am willing that you quote me if you wish.

Further, I have absolutely no personal interest in this matter as Mr. Baldwin and I have nothing in common since our departments are distinctly separate. It is only for the best interests of the job and Mr. Hearst personally that I submit these statements for your consideration.

Very truly yours,

Geo. C. Loorz