

P-C

under O.

# 620 Timken Bldg.

March 16, 1911.

Mr. J. F. Dawson,  
c/o Olmsted Bros.,  
Brookline, Mass.

My Dear Fred:-

I was out on an inspection tour with Mr. Olmsted yesterday afternoon, also to study out our planting plan on the ground which was partially staked out.

We were greatly disturbed by Cumming not getting the work done faster, especially the plowing which he had telephoned in the morning it was impossible to continue. We saw no reason why there should not be a great deal of it going on by means of avoiding the wet places. I talked matters over with Cumming in the evening, got the Engineers out there to stake out all the planting this morning, and was out there myself before the rest of the men and started everything going as hard as possible.

I just returned to the office at 2 o'clock and found your telegram from Louisville under date of March 15; also your letter from Colorado Springs under date of March 13. Mr. Olmsted has also received a telegram from you.

Mr. Allen has this moment engaged Frank Sessions to take full charge as Cumming's superior. Am sorry that this seems necessary but it really is because Cumming is completely dazed by the amount of work that needs to be done, and shows no ability whatever to handle his men, picking out foremen, or planing his work. He seems unable to look after more than one thing at a time, and while I am glad enough to take charge as I did this morning Mr. Olmsted and Mr. Allen do not seem to want that as they feel that the Superintendent should direct all such out door work on orders from us. Cumming this morning was quite discouraged and wishes to resign and get other work of a different character. He says he came here under a misunderstanding

J. F. D. #2

not knowing that it was to be Park work, thinking it was to be only Exposition work. I do not see that this makes any difference because the latter will probably be harder to plan out than the former, that is the Park work. We have not told Mr. Allen that Cumming wishes to quit. I have taken this matter up with Mr. Olmsted and he thinks it would be well to keep Cumming as a planting foreman if he wishes to stay in that capacity. He suggested this very thing himself. I encouraged him all I could and as soon as I have handled a lot of correspondence will try to get out and help him again.

I met Frank Sessions at Miss Lee's last night and thought rather well of him. Mr. Allen talked with him this afternoon and liked him. I believe he will be of considerable value to us although I am extremely disappointed that Cumming has not shown ability to handle a big job.

Mr. Olmsted received word today of an appointment for March 27 I believe, or perhaps it is earlier; as to what work he did not tell me; also that he has another job which must be attended to right away. He is therefore leaving on Sunday expecting to return April 15. Mr. Allen will try to get Goodhue here some time between April 15th and May 1st for work on the preliminary plan which is being held up, on my part because I can't get at it, and as far as Mr. Allen is concerned because he would rather wait for his new survey by Hussey.

With regard to the state of the work:  
The greenhouse is practically full. We will soon be potting off thousands of small plants. *Romneya coulteri* rooting nicely.

Lumber for Gardener's cottage is on the ground and it will be started as soon as Cumming gets his carpenters to work on it. I do not know why there is this delay.

Plans for additional hot beds and cold frames south of present greenhouse are ready and we are estimating lumber, etc. now.

Plans for lath greenhouse are half done. Will then take up the 15' lath house and after that the small one east of potting shed.

Cumming estimates that in three more days he will have all of Coronado Nursery stock moved to our Nursery.

Mr. Allen has planned our water pipe system with Mr. Olmsted today after several consultations. We will have good supply for plantations and Nursery as soon as he gets that done. Will try to have that ready in two weeks.

The plowing will start over again tomorrow in earnest, a little already begun today.

Manure is coming fast, etc.

I won't bother you with further details. We will do everything we can to push the work hard and get as much done as possible.

J. F. D. #3

Frank Sessions starts with me tomorrow morning early to get acquainted with the work and will take full charge Monday morning. Meanwhile I will help Cumming every day.

Mr. Allen has worked out a system of bookkeeping for everything. Cumming could not handle this and supervise the work at the same time. I will take up with Mr. Allen the question of supplying us with accounts of the costs of the various parts of the work.

In regard to Bing I do not wish to say much other than this: do you think he has shown the right sort of loyalty in the past and do you think he keeps up to a high standard of efficiency under varying conditions?

My draftsman, Mr. Beyer, is doing splendidly. However, I believe there will be work enough for another as soon as we begin on the preliminary plan and plenty of it too.

In regard to your letter I will wire the Van Nuys Hotel immediately. If I get the letter before Saturday will wire you contents at Seelbach. Will call for your mail at U. S. Grant Hotel.

Cumming returned me the Dollar he borrowed of you. I have used part to send Anemone to Russell Allen and the rest in part for the Violet order. Never mind sending me anything more for this account. Am glad to do this for you.

Mr. Olmsted in looking over the ground yesterday decided that the places selected for Plane Trees were showing altogether too stony and the soil too thin. Therefore I have wired them last night to cancel that part of our order as our Nursery will not be large enough to hold them in stock, and they are expensive and could be brought from the East. I did this on advice of J. C. O.

Am sending copies of everything to the office with a list of what is sent so that you will have full data in hand. Stock from Nurseries is not coming yet account of wet ground, but ground is drying very rapidly.

Splendid weather only we all have awful colds. Hope you are well.

Sincerely,

P. S. - I have just had a talk with Mr. Allen about keeping track of cost of work. To do this on every part of the work would be keeping an extra bookkeeper out on the ground which he would rather not do. He says that he can, however, at any time keep track for two or three days of some work and report what it is costing. On preparing the ground for North Border planting, since he is not very busy, he will keep cost in totals for plowing, cultivating, manuring, liming and planting. This seems to be what we want.