# ON HOTEL-KEEPING—PRESENT AND FUTURE.

HOME, perhaps, means more in England than anywhere else in the world. English literature abounds with praise of it. The homeless lyrist who wrote its best song has recently had his remains brought to his native America amid national and imposing honors. Yet we find also in literature down to the era of railways much hearty commendation of inns. Why this? How can supreme felicity and content be at home, and our warmest welcome at an inn? Has not the warmth of the welcome been heightened by the pleasure derived from agreeable company and new scenes? in good fare provided without foresight or supervision, until the moment of the bill, calling for as little thought or exertion as did the gathering of the manna which of old the heavens rained down plenteously upon a favored people? Or perhaps the laudation of inns comes of the promptness of trained servants, whom we see only long enough to admire their best behavior, leaving their second best all unknown. Whether at the call of duty or in search of health, adventure, or pleasure, your traveler usually puts aside for the time the habits of economy which necessity may impose upon him at home. He wishes to enjoy himself, and looks favorably upon everybody who contributes to that end. Hence the alacrity of landlord, of waiter, and of boots, all three not unmoved by golden or silvery anticipations of the results of their promptness and suavity. Scott, at the beginning of one of his chapters, brings back the old inn to us in a stanza:

"To every guest th' appropriate speech was made,
And every duty with distinction paid;
Respectful, easy, pleasant, or polite,
Your honor's servant, Mr. Smith, Good-night."

### INNS OLD AND NEW.

I WELL remember my first stay in an old English inn: the little dining-room, simple but not mean, its low, dingy ceiling, with the natural grain of its wood coming out through the filmy paint; the fare substantial and wholesome, served by a little miss who seemed steward, waiter, and clerk all in one; the prints on the walls depicting hunting scenes in the style of some remote pre-chromo age, with foxes in improbable yellow panting in the vain endeavor to elude hounds in impossible brown; the little windows of small seamy panes looking forth on the village street, where all was quiet save when a squire's gig or a farmer's wagon for a moment rolled by. Inns such as that dusky little inn at Stratford-on-Avon used to be common in England. A few still linger in such favored hamlets as have escaped the grime of mining and the din of whirring wheels and steam-whistles.

George Stephenson was the magician who almost banished the inn from the face of the civilized world, and gave us in its stead the great modern hotel. Its existence was not warranted until the locomotive, making travel quick and cheap, provided the large number of travelers necessary to fill great hotels. Before railway days the highways, like the narrow way of wisdom, showed here and there a traveler, and for these the inn was ample enough. Here the wayfarer could, if he wished, form pleasant acquaintance with his host and fellow-sojourners. They could even form friendships, a thing which sounds strangely to our modern ears, accustomed as we are to be merged among hundreds of guests in a vast caravanserai, with its strange contrasts of gregariousness and solitude; scarcely aware, perhaps, of the proprietor's name, and often admiring the smooth mechanism of a service which moves with automatic certainty and promptness without overheard command. In olden times the magnates of counties, the judge on circuit, the town solicitor or conveyancer, used to receive a homage at his inn which has become one of the things of past history. The millionaire or local celebrity now goes to an enormous hotel and finds himself reduced to a numeral among numerals: "339 goes south at 6.10"; "512 wants the Boston directory." English lords come to America and are mistered. Dukes receive scarcely more attention than commercial travelers. Sentiment may sigh at the abolition of inns and their jovial Bonifaces, but picturesqueness and individuality in these things at least are doomed. Factory principles must now be applied in the lodging, sustenance, and attendance bestowed on the vast streams of travelers which the locomotive, the steamship, and the steamboat have called forth.

In Great Britain the inn stood on the high-road, where the stage-coach could easily stop. Hence we find in that country the new great hotels near the railway stations. John Bull sensibly holds that if steam-carriage is economical it should be made available to the ful-

lest extent possible. He therefore brings his rails into the heart of a city, and on the spot, or over against it, builds him his large hotel. The principal station in Birmingham, for instance, is beside the Exchange; and in that town, in Glasgow, York, Sheffield, Liverpool, and London, the best hotels are at the railway stations. The architects of these buildings contrive to render them free from the noise of trains; and as British railroads are operated without the whistling and bell-ringing so common in America, one can enjoy some peace and quietness in a British railroad hotel.

### AMERICAN HOTELS.— CONSTRUCTION.

HOTELS in America are the best and most splendid in the world. The existence of an immense traveling population willing to pay the tariff of good houses, the cheap land available in many cities, the prevalent love of display, and the exigencies of an extreme and variable climate, have all contributed to this result. Hotel-designing has become a profession apart, and several eminent architects do very little other professional work. This branch of design demands, besides special knowledge growing out of the wants of hotel management, increased care in every direction wherein the good planner of residences exercises thought. As the height and capacity of a hotel exceed those of a dwelling, so do the penalties of its bad design and workmanship entail more grievous results. Hotel architecture has its special difficulties. In large cities land is very costly, so story must be speedily added to story, that much room may be provided, and the investment begin to pay a return at the earliest possible date. Hence the risk in case the land is made land, or the foundation rests upon anything but rock, that the lofty structure may settle unequally, with momentous derangement and loss. A hotel contains a labyrinth of flues, pipes, and wires, any break in which may be deadly to hapless guests and servants. Besides, the cracks and crannies of a huge building settling down invite rats and mice, pests impossible to banish when once in possession. Therefore, after securing a good position for a hotel, the principal thing is to have a thoroughly solid foundation. Next, the basement should be well cemented, and all the courses of the drain, gas, and water pipes made easily accessible for stated and frequent examination. Modern hotels of the best type have solid brick partition walls from ground to roof, dividing room from room. The walls conduce to safety in case of fire, and, with well-deafened floors, help the important cause of quiet. Whoever would see the American hotel, as far as architecture goes, in its utmost development, must cross the continent and visit the Palace at San Francisco. That vast house is built on the continental plan of having a large interior court accessible by carriages. This court is covered with glass, decorated with plants, and enlivened with music. To provide against the risk of earthquake, the structure is a thing of massive iron bolts and bands. Comparative cheapness of land has enabled the architect to make every room spacious, and each has bath, closet, and dressing-room attached. Every external room has a bay-window. Pneumatic tubes connect each floor with the office, for the rapid dispatch of letters and parcels. Yet, with all the vast outlay in construction, no sunlight enters its dining-rooms. The Palace, too, proves to have overpassed in dimensions the limits within which a sense of comfort is possible. Many travelers prefer houses less large, where the obliteration of the individual is less oppressive.

### FIRE.

THE risk of fire has engaged the attention of hotel architects very seriously of late years. In truth, many leading houses throughout America, built twenty or thirty years ago, are mere fire-traps. It is better here to expend capital liberally at the first in every possible provision against disaster than to depend on makeshift appliances which, when emergency arises, demand discipline, intelligence, and abundant means of safety ready to hand. An excellent and common plan for safety is to drill the porters and hallmen regularly as a fire company. Thus, when flames have to be fought, the work is done by disciplined men. All the corridors of new hotels are commanded by hose attached to water-pipes on each floor. This safeguard, when steam is kept up day and night, is the most efficient possible. A good plan, adopted in many city hotels, is to make the local fire department thoroughly acquainted with the building. When a hotel is built with unity and clearness of design, much is done to render it safe from fire. With corridors broad and long, so that all or a large part of each floor can be commanded by a watchman, a fire is unlikely to remain long undetected.

The marking out of staircases by red lights is an important aid, too, in case of fire. In construction, the use of brick arches for ceilings, and the division of the wings of a building by wooden doors brightly tinned, are

frequently employed to insure safety. Still, with staircases and elevator-shafts, which must remain open, with finishings and furniture of wood, and, beyond all, the risk of deficient water supply and of panic, I see much wisdom in the choice of travelers who seek rooms near the ground.

Simplicity of design, I may incidentally say, also reduces the liability to theft and other breaches of the moral code. Of two hotels in a certain Northern city, one was built thirty years ago, and enlarged from time to time by annexation of adjoining houses; its corridors are short, tortuous, and on varying levels. The other is new, and was built all at once, on modern principles; its corridors are extensive and ample. Both hotels are, of course, liable to theft and other offenses; the new house, however, although much the larger, has much less trouble from this source than the other. Guests at a large hotel unintentionally form an effective police force. Their presence has an effect like that of the passers-by in a street, when a gas-light is the sole defense of premises stored with valuable goods.

### PLUMBING.

As to plumbing, that subject so full of woful interest in this age of diphtheria. Experience has proved that baths and water-closets can be attached to bedrooms without injury. The conditions are careful workmanship on good methods and frequent examination. An immense quantity of water is used in a hotel, and its waste-pipes and drains are better flushed than those of ordinary houses. Physicians tell us that the germs of typhoid and diphtheria may enter the system in food and drink. Therefore, the great distance between sinks or closets and the places where the meals are prepared and served, may explain why hotels enjoy an immunity from the diseases mentioned which is denied to good residences. Water supply is an important point just here, and in lofty city hotels it is well to connect each floor separately with the street main. Thus, taps in the uppermost floor have none below them in unduly favorable competition for supply.

All well-designed hotels have gas, water, and waste pipes so arranged that throughout their whole course they are easy of access. The same channels may contain speaking-tubes and electric wires. Along the margins of the corridors of the newest houses there may be observed continuous board-strips uncarpeted; these cover troughs holding pipes and wires. From floor to floor, upright shafts serve the same purpose. When a leak or break occurs, section after section is opened until, with the minimum of disturbance, the point for repair is discovered. These permanent ways should always be ample in size, that additional pipes or wires may easily be laid. The electric light as introduced requires its special cables, and if gas comes to be used as fuel, it will demand its special series of pipes.

### WARMING.

Gas, as burnt in pretty grates of incandescent asbestos, introduced by the gas-companies, does away with the nuisance of coal-ashes, and, except in extremely cold weather, should serve even in the most northern latitudes. The late Doctor Siemens proposed abolishing London fogs by the use of gaseous fuel prepared as illuminating gas is now at large special works. Recent improvements in the production of this so-called water-gas may lead to its introduction as fuel in our hotels. Warming a large hotel in the Northern States or Canada is a difficult matter. It may have say six or seven floors, and since the inexorable tendency of heated air is to rise, it is practically impossible to keep the ground-floor comfortable in winter without overheating the uppermost story. The only remedy is to close off the staircases by partitions provided with doors. This plan, however, is too inelegant ever to be popular. In a hotel of six stories, heated by hot air, the ducts do not usually go above the fourth floor, the fifth and sixth being warmed by convection alone. If the building is loftier, the same proportions are observed. In some of the smaller cities of the Union, an altitude of hotel-building has been perpetrated which only metropolitan land-values can excuse. The risks in case of fire, the darkness of inner rooms, the difficulty of maintaining an even temperature in winter, all decide in favor of a moderate height for hotels. Of the various methods of warming a hotel, experience has shown that direct radiation from steam-pipes is best. Hot water cannot very well be introduced into a large building, and hot air supplied from furnaces or from steam-pipes in a basement is not easily regulated, has an unwholesome dryness, and frequently betrays its origin in a disagreeable way. Stale tobacco-smoke from a stoker's den is not pleasant in a parlor. Every room in modern hotels has its fire-place. No other means of heating affords people the satisfaction derived from an open grate. Economically considered, fire-places are very commonly badly designed and placed. Sometimes we find them built against an outer instead of a partition wall,

as if their mission were to heat the external atmosphere. Their perversion of fuel is exaggerated when they are constructed immediately under their chimneys, yielding the least possible warming effect in a room. In an improved form they come somewhat out from the wall; thus increased efficiency is attained without sacrifice of the charm all find in glowing coals. Since all the chimney-flues of a hotel except those from the working department are used only in cold weather, it appears to me that they should be built wholly or in part of some other material than non-conducting brick. Metallic flues of suitable design and decoration might usefully conduct a noteworthy quantity of heat now wasted into rooms and corridors.

### VENTILATION.

THE open fire-place conduces somewhat to ventilation, but in a less degree than is commonly imagined. Above the level of the top of the grate the vitiated air is comparatively warm and light; there it is apt to remain injuriously pocketed. To exchange it for pure air, either a window must be opened, which leads to unpleasant draughts, or under the best methods special ventilation flues near the ceiling and floor are provided to exhaust foul air and admit fresh.

Ventilation is scarcely less important than plumbing; in fact, good systems of both require to be planned together. I have seen gorgeous moquette carpets, splendid mythological frescoes, and furniture of the most elaborate kind, through an atmosphere laden with odors from boiling vegetables. Worse than these odors are the subtle germs of disease which disjoined waste-pipes and untrapped drains may scatter through air breathed by people unwarned of danger by any appeal to their olfactories. The best means of ventilation is that which brings tainted air through ducts directly into a furnace fire. So-called natural draughts are untrustworthy, and, in our North American climate, come down very often when they ought to go up. The pull of a strong fire, with a lofty chimney, may be relied upon at all times. To neutralize poison is much better than to dilute it. Should a hotel be too large for this plan to be feasible, ventilation by steam-power employed to drive fans is the next best resource.

The principal need for ventilation in a hotel arises from the use of gas. No class in the community would have more reason than hotel-keepers to rejoice in such cheapening of the electric light as might make it generally available. It would be a great economizer of fuel in our long winters, and a sturdy foe to the catarrhs and neuralgias which come of draughts unavoidable in admitting fresh air to crowded ball-rooms and banquet-halls. While gas is with us, I wonder some enterprising manufacturer of fixtures does not devise ornamental hoods and tubing to lead away the hot air from the flame, laden as it is with carbon dioxide and other deleterious substances. In two New York hotels the plan is adopted in some measure, and the results are most satisfactory. The most complete example of the kind within my knowledge is the new Infirmary in Edinburgh, where every gas-flame, like every coal-flame, is provided with its chimney.

### SECURING QUIET.

ONE of the inevitable annoyances of a hotel is noise, and I do not think that the war against it has been waged seriously enough. The liberal use of rubber on staircases, landings, chair-legs, and truck-wheels has done much, and thickly padded carpets have done yet more, to quell the noise attending late arrivals and early departures. Still the nervous man hears noises that have no excuse for being, and that might be avoided by further improvement. First of all, why not make the doors leading from a corridor to a room much less pervious to sound than at present? This might be done by placing in a thick, hollow door some light deadening material, such as batting or saw-dust. Or a pair of doors could be substituted for a single one. This method is now adopted in our recently built hotels, in the room having a compartment for bath, etc. Parallel with the corridor door is a second one, hinged to the wall of the compartment. This serves two good ends, that of quiet and that of doubly secluding the conveniences; the compartment having a door of its own at right angles to the other two, and opening into the space between them. Pairs of doors are now commonly employed also between the rooms forming a suite. It has appeared to me for some years that an improved method of communicating between the rooms and office of a hotel is feasible, which would besides other advantages help the cause of quiet. By the ordinary system, when it is uncertain whether a guest is in his room or not, a servant must be sent to inquire. Or if, say, No. 419 wishes to know when the trains leave for Albany, the servant must first answer the electric bell, and repeat the long journey to the room, bearing the information desired. In very large hotels, such as the Palace in San Francisco, or the Grand Pacific in Chicago,

there is a local annunciator on each floor, having its attendant. In his care are the things most commonly wanted — stationery, iced water, directories, and time-tables. A speaking-tube connects each local attendant with the office. Instead of the systems now in use, I propose the introduction of a telephone in every room, connected with a special department in the office. The telephones need not be so elaborate and costly as those required for long city circuits. If attached to flexible wires, a sick or lazy user might speak through one of them in bed. A guest, without leaving his room or causing the special clerk to move from his office, might have his questions answered with as perfect economy of time as though the two stood face to face. The electric service might well include a small bell fixed, say, at the head of the bedstead, to give a guest notice that the office wished to speak to him. Its use would also serve to call him up for an early train. In this way none but the desired sleeper would be aroused in the cold, gray dawn, and a very large proportion of messages could pass through the wire instead of, as now, requiring a slow, noisy, and somewhat uncertain human vehicle, who gossips and wears out carpets. From notes taken of the various calls to which a hall-man responded in the course of a day, I estimate the saving of time by the use of this system to be nearly twenty per cent. Surely, with the creating of so large a field as that here indicated for the telephone, not only in hotels, but in other large buildings, those who own it might easily be induced to abate their terms of royalty. The nearest existing approach to the system proposed is that of the speaking-tubes, known as the oral annunciator. Its limitations, however, as to carrying distance, prevent its use in large hotels. It is cumbrous, and more liable to get out of order than a series of wires laid with a little slack, so as to yield in case the containing building settles down unequally. Summoning attendants by ringing bells makes many of the public rooms of hotels very noisy. Electricity might lend itself here to an improvement, by lighting an incandescent lamp. A luminous beam would call clerk, hall-man, or porter on the watch for its appearance, quite as effectively as the alarm-bell, which is heard by so many for whom it has no message.

### WORK-ROOMS.

THE working department of a hotel comprises boiler-room, engine-room, butcher's shop, store-room, kitchen, wine-room, laundry, and workshops. All but kitchen and laundry must be in the basement, except, perhaps, the store-room. The kitchen and laundry should either be in a separate building with extraordinary means of ventilation or in the attic. It is always washing-day in a hotel, and heated air from wash-tubs and ranges ascends, and bears with it offense and injury. In modern hotel kitchens and laundries, mechanical appliances greatly reduce drudgery. Vegetables and fruit are peeled and grated, peas and corn shelled, cherries pitted, eggs whisked, meat chopped, roasts turned, and ice-cream frozen by steam-power. In our newest hotels powerful engines furnish electric light, and are used to manufacture ice for the table and to chill brine for circulation through refrigerators. In the laundries all washing but that of fine linen-wear is effected by machinery with the aid of soap made from kitchen grease. Powerful centrifugal and rubber wringers press out moisture, and mangling is performed by cylinders heated with steam, so that linen is dried and ironed at one operation. A drying-room for such articles as are not mangled is superheated by exhaust steam from the engine; in this room work is done in a tithe the time required with outdoor exposure. Shirt-fronts, collars, and cuffs are glossed under a mechanical pressure much more severe than the most muscular Bridget could exert.

All large hotels are now provided with their own workshops for prompt execution of repairs and systematic renovation. Keys can be replaced, panes of glass inserted, leaks of gas and water stopped without the delay necessary in sending to a tradesman's shop. Upholsterers are constantly engaged in the renewals of carpets and coverings. At dull times it is usual to renovate, say, an entire floor, with carpets, curtains, and lambrequins. Painters at every opportunity are busy keeping walls, ceilings, and wood-work bright and fresh. Their work is now chiefly done in oil-colors, more wholesome and lasting than kalsomine. The shop staff, as it is called, commonly includes engineers, plumbers, gas and steam fitters, upholsterers, silversmiths, and an electrician, all being under the direct control of the proprietor.

### APPOINTMENTS.

AS TO the furniture and decorations of hotels, great improvement has been made of late years. Time was when gaudiness reigned in hotel-parlors, and bareness made the rooms forbidding. This is fast passing away, and travelers of the best class now find pretty commonly at the best hotels such appointments and decorations as surround them at home. The most enterprising proprietors now place

good pictures and well-selected *bric-à-brac* in their parlors. These, with pleasant writing-desks, what-nots, and book-stands, are finding their way into the newly built houses. As ladies occupy their rooms much more than gentlemen, owners and managers do well to consult their taste when contracting for carpets, curtains, and upholstery. The opinion of a tradesman, even when he is competent, is apt to be unduly influenced by gainful considerations. To maintain the uniformity of a carpet laid on a particular corridor, it is usual to keep an extra piece on hand for repairs. So also when a parlor or reception-room is fitted up expensively in, say, the style of Louis XV., with everything to match, it is customary to keep the future necessity for renewals in view; for gas-globes are very liable to spontaneous fracture, ink will be unaccountably spilled, curtains singed, and other such accidents happen to destroy the completeness of appointments.

### MANAGEMENT.

Let us suppose a hotel well placed, well built, and well furnished. We have scanned its walls for evidences of settlement and found none, or the effects have been rectified. We have poured peppermint abundantly down drain-pipes, sniffed at all the connections, and found neither break nor flaw. We have stolen abroad at night, listened for rats, and heard none. We have boiled onions in the kitchen, made soap in the laundry, and, with intervening doors wide open, have found only pure air upstairs. We have sounded the fire-alarm and brought a hose and ladder to the door in satisfactorily few seconds. We have overladen the elevators, worked them swiftly, and found them unaffected by the strain. We have adopted every means of safety and comfort known for the protection and enjoyment of the traveler. Next comes the question of management. The proprietor of a hotel should, first of all, be a gentleman, for many of his guests will be gentlemen, and he must manage his house to meet their approval. For all that the immensity of modern hotels has put landlord and guest asunder in comparison with old inn-keeping days, the popularity of a landlord continues to be a fact, and a pretty valuable fact. A stated circle of customers appreciate his welcome as they arrive at his house travel-worn and weary. He may be called upon to lay out tours, extend invitations, or give information as to the credit and standing of local people in commercial and professional life. At times angry disputes will be referred to him, and he must settle them with judgment and suavity.

A landlord should not only be a gentleman, but also a good man of business. The chief end of a hotel is to pay, and he should never lose sight of that. He has to meet heavy fixed charges, and control large expenditures. He must thoroughly understand his business in all its branches, and know how to observe and check dishonesty, waste, and extravagance. He has to select and supervise servants, and direct the purchase of all supplies, including the new machinery and devices constantly brought out with the alleged intention of saving his money. He should know the art of entertainment and the science whereby his business can be increased through the holding of conventions, the extension of excursion facilities, and the like. Whether his house is in the city, or by the sea, or perched on a mountain-summit, or where waters spout up for the healing of the nations, he should know how to put his guests in the way of enjoying the things of use, beauty, or interest which have attracted them to his door. He should be a good man in emergencies; know exactly what to do, and do it, when fires break out, thefts and outrages on propriety are committed, or any one under his roof develops insanity or infectious disease. Men who combine all these good points of character, ability, and manner are exceedingly rare,— not as rare, perhaps, as good poets, but about as rare as very good public speakers.

### STAFF.

In the organization of his service, the hotel-proprietor recognizes only his staff of superintendents. These are the head clerk, steward, head waiter, housekeeper, *chef*, head porter, and head laundress. Each of these officials engages his or her subordinates, and is responsible for their efficiency and good conduct. These superintendents need to have good points, and although not as rare as that very large diamond, the good landlord, they are rare enough to command very liberal salaries. Some people who keep house economically marvel at the cost of living at hotels, losing sight, among other considerations, of the price of efficient supervision, a service which their families receive gratuitously. In large hotels the proportion of salaries to wages is about one to four. The explanation of the cost of hotel-keeping consists, too, in the waste inevitable when a very large number of servants are employed in a vast building, where the close, personal, interested oversight of a private house is impossible. Again, I think it will be admitted that the fare at good hotels is more various and expensive than that at good

homes. In the fluctuating character ot the business, and in the inordinate variety and quantity supplied at table, must also be found the reason why four to five dollars per day is usually charged by American hotels, in the presence frequently of active competition. When a residence is bought or leased for a family, its capacity usually meets the wants of its occupants. A hotel, however, may not, on an average, be more than half full the year round. A fraction much smaller than one-half represents the occupancy of hotels at summer or winter resorts. Even well-placed houses in great cities have their dull season of from two to four months, during which receipts do not meet expenses.

The modern method of numbering hotel-rooms has been well devised. Thus, in new houses, No. 346 is over 246, and under 446. All three rooms are alike in size and outlook. The number of the floor is told in the first number of the room: 246 is on the second floor, 346 on the third. As in numbering the houses in streets, 245 is opposite 246, and so on. A new servant thus is soon able to find a particular room, and a guest is much less likely to lose his way than if the strictly consecutive plan of numbering were in use as of old. The new system lends itself to the management of the great excursion parties, which are becoming more and more popular every year. When a large excursion party arrives at one of our new hotels, the members of it go directly to their rooms as fast as the elevators can take them. Each is provided beforehand with a card stating the number of his or her room; the first figure denotes the floor, and a hall-man, stationed at each landing, points each comer to the room sought, which is found with its door open. The register and other books are written up in advance from lists mailed to the manager. In every hotel-office the room-clerk has spread out before him a diagram of the rooms, all duly numbered, with particulars of their size, their conveniences, and the doors which may connect them together as suites.

### THE TABLE.

WHEN I have seen the lengthy bill of fare so commonly furnished at large American hotels and thought of the waste entailed, I have often believed that a reformer might succeed, by establishing, say in New York, a hotel on a new plan, one that would afford the small, good variety that one finds at the smaller London hotels of the best class — a variety well cooked and served, through the cooks' attention not being dissipated among a multitude of dishes. At two restaurants in New York, on Broadway and Fifth Avenue respectively, one gets an excellent *table d'hôte* dinner of this kind at the reasonable charge of one dollar and twenty-five cents, which includes a pint of *vin ordinaire*. The best hotels, it gives me pleasure to state, are fast moving in the direction of simplicity of bill of fare. In New York the leading house on the American plan does not provide its table with much more than one-half the variety of dishes one may have offered at second-rate, pretentious concerns throughout the country. The dietary, too, in America is unquestionably improving. Fruit and vegetables are consumed much more plentifully than before quick trains transported them cheaply and canning became a prodigious business. Baked joints and fowl, so often parboiled and sodden, are giving place to better things in the way of genuine roasts. The gridiron, thank goodness, has well-nigh driven the frying-pan out of the kitchen, and wholesome broiled steaks and chops have taken the place of the hard, greasy meats that spoiled so many digestions in the past. Pie, too, is going, and its exodus has had much to do with the genesis of fat. But hot bread and cakes still hold their own, and the baleful ice-pitcher remains, active for stomachic mischief. Porridge, however, is more easily had at a hotel in New York than in Edinboro', and, with cracked wheat, has gone abroad throughout the Union, crossed the Rockies, and visited the Pacific slope, doing good all the way. Salt fish, salt meat, and pork are now little used. Fresh fish and oysters are consumed very largely, and, exchanged for the game of distant backwoods and prairies, are carried from lake and sea to the most interior cities and towns of the continent — another blessing due to the rugged old Englishman who first put a boiler on wheels and sent it traveling about the country! Under the influence of improved diets and the custom of taking a vacation during the heated term, we are glad to learn from statisticians that the physique of our people is improving, and that they are living longer than their predecessors did. Adipose is being deposited on lanky forms, and although Brother Jonathan can scarcely yet be depicted as a plump person, he bids fair to become such if he keeps on adopting common-sense measures in food and rest.

### LARDER AND KITCHEN.

HAVING frequently wondered at the unvarying excellence of the beef at the leading hotels of New York, I made it my business one day recently to call on the butcher who

supplies the principal houses. He makes two very different kinds of contracts supplement one another nicely. His customers are hotel-keepers and prison-superintendents. Thus the difficulty is overcome which, in the restricted market of a small city, prevents a butcher from supplying a hotel with as many choice cuts as it wants. He may not be able to find sale for the remainder of the carcasses. But the metropolitan purveyor, by cultivating the trade of the criminal classes, is enabled to cater satisfactorily to the best travel in the country. The sleek millionaire at the Astor and the haggard burglar wearing out his days at Blackwell's Island both dine off the same ox,—different portions of it, however, for the contract prices are in the one case twenty-eight cents and in the other eight to twelve cents per pound. In the daily practical working of a hotel, the main point is the seeing that all supplies, from the time they are received until consumed, are properly accounted for. The routine of the commissariat is something like this: The larder being duly stocked, the *chef* is told how many guests there are for breakfast. Experience teaches about at what hours they will come into the dining-room, and just about what proportions of fish, steak, chops, omelettes, etc., will be asked for. These, in the case of a large business, are prepared a little in advance of demand, to provoke the impatience of guests as little as possible. Other meals are arranged for in the same way. At dinner, when the range of time for service exceeds an hour, it is usual to go on preparing the dishes as the repast is in progress. When the first joints are served up, a second batch is being cooked, and so on. To secure the best results with asparagus, spinach, and such like vegetables, it is usual to keep on boiling fresh supplies every few minutes. Good hotel-caterers provide for the extra demand when salmon, spring lamb, or strawberries first appear, and never permit "All out, sir," to be said at their tables.

### THE EUROPEAN PLAN.

THE *cuisine* of few hotels conducted on the American plan with the *table d'hôte* is as good as that of the best restaurant-hotels managed on what is called the European system. In some of the best of the hotels of this sort, such as the Brunswick, in New York, and Young's in Boston, every dish is cooked to order, and their system assesses waste and extravagance in ordering, as the American plan cannot. Its influence in legitimately curtailing an order is as decided as that of size on courage. It is usual at restaurant-hotels to serve larger quantities of each dish than at hotels on the American plan, so that, should Benjamin travel with his wife, and put up at Parker's or the Buckingham, his double portion may suffice the twain, and his bill may be even less than if he went to the Vendôme or the Fifth Avenue. The most lucrative hotels in America, however, continue to be those having the fixed daily charge which can be popularly paid. Some large houses, like the Palmer in Chicago and the Murray Hill in New York, combine both plans, and find the American preferred. Since the guests of restaurant-hotels do not take all or perhaps any of their meals at their hotels, these houses often become dependent on chance custom for a measure of their support, a kind of patronage having its vicissitudes. Wet, stormy weather will affect the receipts of the Café Brunswick three hundred to four hundred dollars per day. Very costly has been the purchase of the reputations of the best of these concerns. The Brevoort attained its enviable name, among other excellences, by its coffee, which, at great expense, was made freshly every ten minutes during the hours of business.

### WHERE THE MONEY GOES.

AN analysis of the cost of conducting a hotel on the American plan may be of interest. The house whose figures are given will fairly serve as a type of its class, and the expenses are given in ratios for 1883. Interest on the capital invested in land, buildings, and furniture; the assessments and taxes; heating, light, salaries, and wages for the least busy season of the year, together make up a fixed daily charge. Adding to this the cost of provisions, the total expense of the hotel divided by the least number of guests at any time of the year within it is a figure we agree to call one. During the busiest month, the extra outlay consists in buying more provisions, paying more servants, and expending more for fuel and light. Compared with the dullest month, the average guest then costs fifty-eight hundredths as much. We will now easily understand a point already referred to, namely, the great disadvantage in hotel-keeping when the average number of guests falls much below the capacity of a house. Hence the importance of cultivating its business in off seasons, of then organizing excursions, conventions, etc. All this, too, bears on the question of rates, and how they can best be adjusted to yield the largest possible return. Comparing small things with great, there are many considerations operative in railroad tariffs which obtain in those of hotels. In the house which has been

selected for analysis of expenses, the business varies very much during the four seasons of the year. In summer transient travel pays good rates, but there is usually, even then, room available for excursion parties, which can be attracted by a reduction of terms. Like his friend of the railways, Boniface knows a little profit to be better than none, and is glad to take it by the creation of a new department of business. In off seasons a number of families and individuals may make his house their home; and in fixing prices, beginning at the lowest for the least desirable quarters, care is taken not to go below the extra cost which an extra guest entails. Nor is sight lost of the fact that all classes of guests base their computations on the minimum rate, and wish to pay no more than such an advance upon that as may correspond with the difference between the accommodation they desire and the accommodations of the cheapest kind. If the minimum rate be made too low, much income will be lost derivable from the class of patrons who are able and willing to be liberal in payment.

Let us now take a glance at the expense-sheet for the year, which may exhibit some ratios of interest. Provisions cost eighty per cent. more than wages. Of provisions, meats were twenty-six per cent.; poultry and game, eleven per cent.; vegetables, nine per cent.; and fruit, seven per cent. Fuel cost one and nine-tenths as much as gas, and water only one-sixth as much. Ice cost one-fourteenth as much as coals, and the replacing of broken china and glass, worn-out linen and carpets, one-ninth as much as provisions. So far from wholesale buying being always advantageous, I know that this house has raised certain prices on itself. Its demand in a restricted market for the earliest fruits and vegetables, the best meats, butter, and eggs, has told upon cost; and were it to evaporate some fine morning, many competing housekeepers would re joice. The same thing occurs at summer and winter hotels in country districts; in such cases the main supplies have to be brought from the great cities to which the best provisions go, and where large competitions prevent exorbitant prices being asked.

### NEW YORK HOTELS.

WITHOUT doubt, New York has the best hotels in America, one reason being that the metropolis is the greatest labor-market in the country. As the chief port for arriving immigrants, as the most populous and wealthy city of the republic, it naturally attracts the best servants. At the Windsor, even when the house is full, there are more servants than guests, yet the great staff of employees is controlled with ease. New York has trade societies of hotel cooks, bakers, butchers, and waiters, which can readily replace undesirable servants. As a rule, maintaining a high standard of character and efficiency among their members, they are held in much esteem. Hotel-keepers compared with householders have little trouble with servants, chiefly for two reasons. The hotel-servant has a definite duty, or small round of duties, which, once mastered, can be efficiently performed. No combination of cook, laundress, chambermaid, waitress, and scrubber is required. Again, the servants have definite hours for duty, after which they are free; and freedom is a boon dealt out very sparingly to the ordinary domestic drudge. Besides, too, a large regiment of servants working and living together, provides each with company of his or her own class,—a privilege of value, and one which solves the vexatious question of followers. Contrast this with the ceaseless toil and almost complete isolation of the ordinary domestic, and cease to wonder at the calm manner of a man who may have under his charge three to five hundred servants. The very extent of the staff lends aid to its management, as applicants for employment are constantly enrolling their addresses in a little book on the proprietor's desk. That little book is usually labeled "Next." Whisperings as to its contents have their effect in checking vicious tendencies and caprices, and in controlling impulsive resentments. The elaborateness of modern furniture and appointments, the refined nicety which demands constant painting, scouring, and washing, the increased detail of service and attention, have all combined within recent years to augment the number of servants required for a hotel of given size. In thirteen years, business for business, the pay-roll of the most lucrative house in New York has lengthened out one-third.

### TIPS.

A FEW words as to the vexatious question of tipping. Travelers with an abundance of money and a desire for good attention from servants cannot be prevented from feeing them. Hence arises a calculation by the landlord, that as his servants' places are "worth" so much a month to them, their wages may very properly be reduced, or even a premium exacted, as is commonly the case with hotel-porters. This gives the servants, in turn, a *quasi* right to tips, so that at last, as a visitor to a popular watering-place told me last sum-

mer, the five dollars per day becomes simply an initiation fee, no attendance worthy the name being bestowed without extra payment. Competition alone can solve this question. The landlord who amply pays his staff and enforces their efficiency without tips will have an element of attraction to advertise more potent than electric light or nightly music.

### SUMMER HOTELS.

MORE astonishing than any city hotel for management are the huge concerns one sees at Saratoga, in the Catskills, or at the beaches near New York. They have to contend with the difficulty of engaging a new staff of servants every year, and they are usually remote from the markets for labor and provisioning. Their business is spasmodic, and in large part so very transient in character as to be plaintively termed "processional." Yet they are often conducted admirably by a stretch of enterprise truly American. Sometimes a partnership of three or four is required for the work done in the city by a single landlord. Frequently these houses are managed by the proprietor of a city hotel, who transfers a portion of his staff thither during the heated term, when the cities have scant travel. This meets the difficulty of service in some measure. Or a particular landlord may conduct a summer resort in the mountains of the North and a winter hotel amid the orange-groves of Florida. Since 1870 the development of summer hotels in the vicinity of our chief cities has been remarkable. Their rapid multiplication has told on the patronage of resorts at a distance, for men of business like their families to be near enough for a visit on Sundays, or whenever else their engagements may permit. Hotels of this description, which may almost be called suburban, have been largely promoted by steamboat and railway interests. So, also, have hotels in the White Mountains and along the smaller lakes of the North. It is part of the mission of an astute passenger agent of a railroad to get such points included in the long-excursion tickets offered for sale every summer throughout the country.

### APARTMENT-HOUSES.

LET us return for a few moments to the large hotel of the cities. We shall find there a number of permanent patrons, who seek the advantages of good fare and attendance without the care of personal supervision. They are usually bachelors, widowers, or married couples with small families or none. Their demands, as a class, have chiefly led to the building of the apartment-houses which are now discovering the sky in our great cities. Hotels designed to accommodate travelers can but imperfectly meet the wants of a class of patrons who desire not only the advantages of an architecture adapted to multiple tenancy and a service organized on a large scale, but also the privacy and quiet of home. Of late years the class who, in New York and Boston, used to live permanently in hotels, are more and more finding their way into apartment-houses of greater or less excellence. It is only habit and prejudice which have so long kept Anglo-Saxons and their American descendants to the perpendicular-wall theory of homes. Germans, Frenchmen, Italians, and Scotchmen live comfortably in flats, and why may not men of other race? The extremely high value of land in New York, and the preparation many of its citizens have had in hotel and club life, have made that city the pioneer in apartment-building on this continent. Within twenty years hundreds of vast structures have been erected for apartments, doubling and trebling the population accommodated on the land, and affording comforts impossible in the narrow, high residences of ordinary design. Swift elevators replace staircases, and a central boiler warms an immense block. The corridors are kept clean and lit at night by a service common to all. A *concierge* intercepts beggars, peddlers, and thieves. The newest and best of these structures contain apartments two stories in height, securing for the upper floor an increase of privacy and quiet. In some of them each apartment has a kitchen of its own. In others, a single large general kitchen provides for all the residents, either in public or private dining-rooms. Where the private kitchen is retained, I am informed that the number of servants required is one-third fewer than necessary in an ordinary house.

It is curious to note how long the organization of labor has been delayed in its application to domestic life. Time was when flax and wool were spun, linen woven, beer brewed, and men's clothing made at home. Now these employments are carried on under wholesale methods, with all the gain attending the use of machinery and the specialization of labor. I take it that cooking, laundering, and such general service as that which attends to a boiler, to an elevator, and to an office, might with equal advantage be conducted on wholesale principles. Of course the very rich can command, if they wish, elaborate private residences; but people of moderate and small means can find in combining their resources much more comfort than in the

present isolated home, with its retail harassments. As developed in some measure from the hotel, the apartment-house may look for some hints of value to its congener. From a hotel experience of some years, I would say to projectors of such structures, Insure that your house will be fully occupied before you build it. One of the chief losses of a hotel arises from fluctuating and discrepant custom. If meals are to be provided, supply them at an advance on cost, so that the question of loss may not arise. The profits can be divided periodically among the contributors thereto on some easily devised and equitable plan. In construction, in organization of service, the apartment-house cannot do better than embody the plans and methods of good hotels. One suggestion I would make, which might well be adopted in both hotel and apartment-houses, has occurred to me from very painful emergencies in my experience. Sometimes it occurs, when large numbers of people are gathered under one roof, that an individual may develop contagious disease of a malignant type, say small-pox. Now, to isolate the patient is scarcely possible; to remove him may be very dangerous; and hence risks may be run of an alarming kind. My suggestion is to have in every hotel and apartment-house a special room, designed with the supervision of a competent physician, where such a patient as I have described might be safely nursed and treated. Special waste-pipes, ventilating shafts, and walls of glazed tile might form part of the plan, which carried out would do not a little for the recovery of the stricken one. With respect to safety in case of fire, I have observed in the latest-built apartment-houses in New York balconies, in some cases continuous, erected to incidentally serve as means of escape. Highly ornamental, they are in vivid contrast with the hideous skeleton work in iron which one sees around so many lofty buildings in the United States. Both kinds of addenda, however, while diminishing risk in case of fire, serve to invite marauders.

As practically embodying many elements of the coöperative principle, it is instructive to note that the apartment-house has been developed rather from the business motive to adapt hotel methods to home life, than from the speculative tendencies of coöperative philosophers. As improvements go on in the organization and design of apartment-houses, it may be fairly expected that they will loom up more and more on the streets and avenues of our great cities, as the pressure of population makes the single household more laborious and costly to maintain.

*George Iles.*

## WILLIAM LLOYD GARRISON.

THE fiftieth anniversary of the "Garrison mob" of October 21, 1835, will revive the memory of the great reformatory leader who was, on that day, dragged through the streets of Boston with a rope round his neck, and was saved only by committing him to jail. This nation has seen mobs far more formidable, in a merely military sense, than that; indeed the antislavery agitation itself saw greater, in one of which Lovejoy lost his life. The peculiarity of the Boston mob, beyond all others that ever took place upon our soil, was that it enlisted the most cultivated and respectable class in a conservative city against a cause now generally admitted to have been that of truth and right; arousing moreover such a burst of unreasoning violence that the mayor thought it necessary to disperse a meeting of women, and to cause the sign of a "Female Anti-Slavery Society" to be taken down and thrown into the streets. Garrison himself, the immediate victim, was a non-combatant, being of the few men who were faithful to the "non-resistant" creed; and it was this contrast — women and non-combatants on the one side, and the classes that wear broadcloth on the other — which gave to the whole affair that element of moral picturesqueness which is one of the very surest guarantees of historic permanence.

The career of Mr. Garrison contributed an important fact to elucidate the very philosophy of all reform; because it showed the controlling force of the moral sentiment, apart from all the other social factors with which it is usually found in combination. Strength of the moral nature was his one great and overwhelming contribution to the enterprise with which his whole life was identified. We can see now, in looking back, that the essential force of the antislavery agitation lay in the extreme simplicity of its propositions. Never was there a reform, perhaps, in which the essential principle was so easy to grasp. It needed no large induction, no difficult chain of inferences. Once concede that man cannot rightfully claim property in man, and the whole logic of the matter was settled. The thing needed was that this doctrine should find living embodiment in a man whose whole nature should be