

ment by the Executive, of two agents of the Institution, who are charged with the duties which are now devolved on the Executive Committee.

The other material defect in the organization of the Board of Directors, is in its being composed of too many members. The experience of all the improved prisons of the North is against having a large number. In Auburn the number of inspectors was originally seven, but "they found this number too large and it was reduced to five," and yet they have nearly twice as many prisoners as are in our Penitentiary. At the magnificent prison at Philadelphia they have five, who receive their appointment from the judges of the Supreme Court of the State. At the Massachusetts Prison, near Charlestown, they have three. At the Wethersfield Prison, in Connecticut they have three. In our prison we have twelve; we propose to reduce them to six, a greater number, it is true, than any other prison, but which, it seems to us, will be small enough to ensure proper attention on the part of those who may fill the offices. Frequent changes in the Board of Directors are detrimental to the best interests of the institution, and to give a more permanent character to the office, we have proposed that they should be appointed for three years, and that they should be so classified that two shall be appointed every year. We were early satisfied, in the course of the investigation, that the duties of a Director should not be exacted without a compensation. The State has no right to any man's service without an equivalent, and in addition to its justness it generally has the effect of securing more attention on the part of the man whose service is desired. At most other prisons the Directors receive a per diem for the performance of their duties—the State of New York pays the Directors at Auburn "three dollars for every day that they are actually and necessarily engaged in the business of the prison." We recommend that the Directors of our Penitentiary be allowed out of the profits of the Institution two dollars for every day they are employed in the duties of their office, but that no Director shall receive, in any one year, more than fifty dollars for such service.

These alterations in the organization of the Board of Directors, we are fully satisfied, not only from personal observation, but from a careful examination of all the testimony, and a perusal of many works on this subject, and the experience of other prisons, are essentially important, and we therefore earnestly recommend them to the favorable action of the Legislature.

In directing our attention to the management and police of the Institution, we regretted to find that often irregularities had been committed by some one or other of the officers of the Institution, and that even on some occasions important provisions of the law were violated. The occasional distribution of provision, not admitted by law, or sanctioned even by a rule of the Directors, among the convicts, by the Warden or principal keeper, was improper. The law sentences