

G E N E R A L.

While there was a shortage of men at our outside operations, it was not so pronounced as the previous year, and on the whole we were fairly successful in getting our estimates of production. There has been a slight decrease in efficiency, measured in terms of ore per man per day, as is shown by the comparative statement of production and wages for the years 1917, 1918, and 1919. In most cases, however, this can be explained by local conditions. There is nevertheless a tendency on the part of the men to let down in their work, and it is with great difficulty that the Superintendents have been able to secure a maximum production. The labor outlook for the coming year is not promising, as there is a great demand for labor on all ranges and the single men have a tendency to move from one place to another. This may result in a more or less acute shortage after the farmers, who work during the winter, return to their farms.

There were no increases in wages in 1919, but of course the several increases in 1918 were reflected in the total during 1919, so that there was an increase of 16.5% in the average rate of pay per day. There was also an increase in supply costs per ton in 1919 over 1918 of 27.2%.

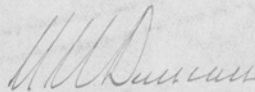
A statement is appended showing the cost of spotting at steamshovels for the season of 1919. I understand that several companies have taken this question up with the Public Utilities Commission of this State and the Interstate Commerce Commission, in an attempt to have the railroads discontinue this practice.

It is always a pleasure to record the excellent work of our

Superintendents and to express my appreciation of their loyal support. The loyalty of the entire organization cannot be too highly praised, and the results of the past year are largely due to this.

LEASES.

During the year the Lease issued to the Empire Iron Company, covering the E $\frac{1}{2}$ of the SW $\frac{1}{4}$, was extended and the W $\frac{1}{2}$ of the SW $\frac{1}{4}$ of Section 19-47-26 added.



Vice Pres. & Gen. Mgr.