

ING HOURS
URDAY AND SUNDAYS 1 TO 4 P.M.
EEK DAYS BY APPOINTMENT

RAYMOND J. MULCAHY
DIR. ADMISSIONS, TRAINING
AND PLACEMENT



STATE OF VERMONT
BRANDON STATE SCHOOL
BRANDON
TEL 74



TIMOTHY C. DALE, COMMISSIONER
DEPARTMENT OF INSTITUTIONS
MONTPELIER

FRANCIS W. RUSSELL
SUPERINTENDENT

April 18
1956

Mr. Timothy C. Dale, Commissioner
Dept. of Institutions
Montpelier, Vermont

Dear Mr. Dale:

On April 12, 1956, I visited the Rutland Colony House for a routine inspection and to see what Miss Dolan's needs were at that time. The main purpose of this letter is to notify you that the barn at the rear of the Rutland Colony House is, to my mind, a public menace. There is evidence of children playing in the area of this old structure and it is my feeling that this barn is a "nuisance in fact". The foundation walls are crumbling in many places and actually bulge out. One section of the roof is exposed and I question the safety of the floors. This building, of course, is under the jurisdiction of the State Building Council but I feel that I should inform you so that you may take any action you deem necessary. I would suggest that the structure be torn down even if you have to pay for the work. Perhaps enough lumber could be saved so that a two car garage might be constructed on the side.

Within the Colony House proper, all the floors on requisition have been covered with linoleum. The living room floor has a loose board, filler was applied but no finish waxing. I do not know whether this last item was in the contract.

There is a gaping hole in the ceiling of the toilet room on the first floor of the old building. Miss Dolan explained that the plumbers made this hole in order to repair the upstairs toilets.

Since my visit a crew has gone down to the Colony and waxed all the new tile floors in order to protect them

T. C. Dale

-2-

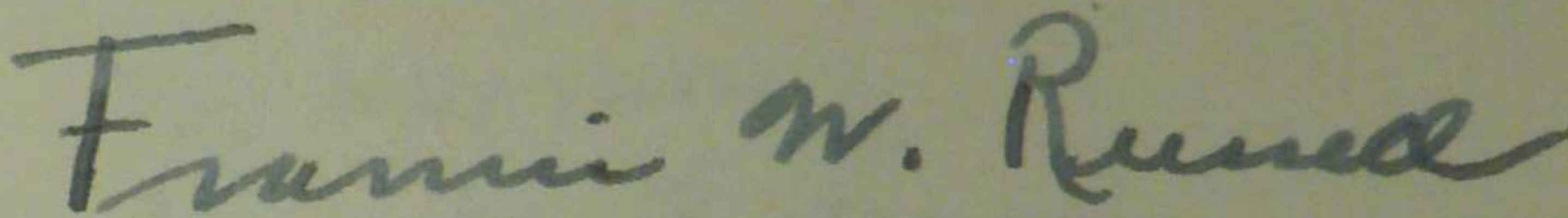
4/18/56

and replaced all of the furniture and dusted down the entire building.

Within the week I propose to sit down with Mrs. Edson and Miss Hutchins and evaluate Miss Dolan's daily reports to date in an attempt to see what has been accomplished and what monies have been collected. To date we have received no money whatsoever in the form of wages collected or partial payments on drugstore accounts which the girls have owed for a considerable period of time.

I shall continue to mail to you copies of Miss Dolan's daily reports.

Sincerely yours



Francis W. Russell
Superintendent

FWR/he

March 21, 1956

Francis W. Russell, Supt.
Brandon Training School
Brandon, Vermont

Dear Frank:

Confirming our telephone conversation today, it is my understanding that you will write Miss Dolan and give her instructions as to the collections of the accounts receivable as set up in the December 31, 1955 audit report of the Colony. This audit report in detail should be brought to Miss Dolan's attention if it has not already been done.

Your instructions should require that she report in writing daily progress on each of these accounts. If there is any error in the amount of the bill as determined by the auditors, or if the account is uncollectible, then she should make that statement as a part of the record. As you know, she has repeatedly stated that not one of the girls would ever lose a penny in the work placements that she made for them. Going along with this statement, she will have plenty of incentive to do a good collection job.

I expect that weekly reports of the progress being made by Miss Dolan will be brought to my attention and, if necessary, I will send Earle down to help her.

Sincerely yours,

T. C. Dale, Commissioner
Department of Institutions

TCD/t

B no.

DAVID V. ANDERSON
AUDITOR OF ACCOUNTS

JOSEPH L. SARGEANT
DEPUTY AUDITOR OF ACCOUNTS

RECEIVED

JUN 7 3 30 PM '57

DEPT. OF INSTITUTIONS



STATE OF VERMONT
OFFICE OF THE AUDITOR OF ACCOUNTS
MONTPELIER

June 7, 1957

*Jan 22
Jan noon July 5
on July 1, 1956
Effective date
of her going on sick
leave*

555 days

Hon. T. C. Dale
Commissioner of Institutions

Dear Commissioner:

Re: Katherine Dolan

*260

295*

My opinion on the Miss Dolan case was, and still is, that she was not well and it would be proper to grant up to one year's sick leave. At the expiration of the year her case should be reviewed. If she has recovered, then she should be asked to return to work. If she refuses, then she should be dismissed. If she has not recovered, then steps should be taken towards granting her a retirement pension.

Sincerely,

David V. Anderson

David V. Anderson
Auditor of Accounts

*6-11-57
I have talked with
Miss Dolan's other Dick.
He is going to write
me relative to the
present situation*

DVA/ecg

*Under the rules and regulations
I can demand a doctor's certificate of
illness.*

*Hold till we
hear from the Dick
JD*

*11/1/57
Copy made for Frank
Russell
T*

BERNARD R. DICK
LAWYER
GRYPHON BUILDING, RUTLAND, VERMONT
PROSPECT 5-5556



June 5, 1956

Timothy C. Dale, Commissioner
Department of Institutions
Montpelier, Vermont

Re: Katherine M. Dolan

Dear Tim:

In compliance with your letter of June 4, 1956, to my client, Miss Katherine M. Dolan, and your directions therein contained, herewith, in compliance with Section 14.083 of the Rules and Regulations for Personnel Administration, is the certificate of Dr. Harry R. Ryan, dated June 5, 1956, relative to her condition.

I trust that this meets with your requirements and that Miss Dolan will be granted sick leave commencing May 29, 1956.

Sometime last week, I requested of the Auditor of Accounts the amount of accumulated sick leave and vacation time due Miss Dolan, and received his letter of June 1, advising that the Department of Institutions and the Personnel Department are computing this data. When it is completed, will you please furnish me with that information.

Too, and by direction of Miss Dolan, I would appreciate it if any future official correspondence directed to her be forwarded to me as her attorney.

Very truly yours,

A handwritten signature in dark ink, appearing to be "Bernard R. Dick", written in a cursive style.

BERNARD R. DICK

BRD:EAG
ENC.

COPIES OF THIS LETTER AND THE PHYSICIAN'S CERTIFICATE WERE SENT TO MR. MEHLMAN, FRANCIS RUSSELL AND DAVE ANDERSON ON JUNE 7, 1956.

(t)

PHYSICIAN'S CERTIFICATE

I, Harry R. Ryan, do hereby certify as follows:

1. That I am a doctor of medicine duly licensed to practice in the State of Vermont under the laws of said State, with an office in the City and County of Rutland, in said State.

2. That on May 31, 1956, I did examine Miss Katherine Dolan of the City of Rutland, aforesaid, and that my diagnosis resulting from said examination is as follows:

1. Exhaustion
2. Hypertension
3. Obesity

3. That predicated upon my diagnosis, I prescribed that the patient be hospitalized for care and treatment and that said patient did enter and has been under my care and treatment at the Rutland Hospital since June 3, 1956.

4. That in my opinion said patient's condition is such that she is unable to attend any employment at this time and that such condition has existed for an indefinite time prior to the date of my examination and definitely since May 28, 1956.

Dated this June 5, 1956.

Harry R. Ryan, Jr. M.D.
Harry R. Ryan

Rect. Colony starts Page 2

September 5, 1951

Timothy C. Dale, Commissioner
Department of Institutions
Montpelier, Vermont

Dear Mr. Dale:

This is my first report to the Commissioner and Board of Institutions of the Brandon State School.

Upon my arrival here on August 25, 1951, acting upon authorization of Commissioner Dale and Governor Emerson, I took over the responsibility of the School as Acting Superintendent.

A brief tour of the Institution and interviews with key personnel and other employees indicated plainly that the first major duty was to attempt to lift employee morale, overcome rifts that had developed among and between various employees and staff members at the Institution. Such conditions readily transmit themselves to the children of any institution and materially influence morale and behavior.

Much time has been spent toward that end. Duties and responsibilities of each staff member have been discussed and clarified. Steps have been taken to get all key staff members working together as a team -- at least to forget personal feelings in the interest of the business of operation of the Brandon State School in a manner to merit public confidence and promote welfare of the children. Need for cooperation among employees was stressed.

A staff and employees meeting, attended by nearly all personnel not on vacation or on duty, served as an opportunity to outline the desired standards of employee relationships and to get acquainted. I hope such meetings may be held from time to time. With no attempt at personal criticism, it would seem to me that the staff had felt and reacted to a lack of interest from the top, a situation which can demoralize any organization.

Program: Observation and reports from interested staff indicated clearly a very great need for more attention to a program in this Institution, particularly among the high-grade children who have been a source of most of a rather burdensome run-a-way program.

The theory of program as a source of control and discipline was discussed with various staff members and Mr. Mulcahy placed in charge of setting up an activity program on an experimental basis. He has received excellent cooperation and has done a good job.

There have been dormitory activities, even in the low-grade dormitories. A series of truck rides have resulted in trips around Lake Dunmore for all the children who are transportable -- the first time a majority ever have been legally off the grounds.

A softball game with the Weeks School was attended by some 200 children. Their cheering and applauding of every move was sufficient testimony of their keen enjoyment.

A field day on Labor Day with music, track and field events and costume races, each with suitable prizes, found all children, about 350, except bed and the most dilapidated participating.

Children's Day at the Rutland Fair was attended by a carefully selected group of 22 "working" children. This privilege was based upon their long-term good work and conduct in the School. Kitchen girls and barn boys, some of whom had been here for many years were in the group. Tickets were obtained through the courtesy of the Rutland Fair Association which also supplied 50 for Weeks School.

Everyone here apparently faced weekends with dismay, expecting many run-a-ways and disciplinary problems. I firmly believe this atmosphere was felt by many of the children. We should approach any problem positively. I am happy to report no run-a-ways to date and no serious disciplinary problems. Frankly, I am surprised and much pleased over the manner in which most of the children (and the staff) have absorbed the change in program.

Toward this end, the Board might be interested in the attached memorandum which sheds an interesting and informative light on the importance of program and staff relationship with the children.

Staff: It is imperative, it seems to me, that existing vacancies on the staff be filled -- I refer primarily to ward vacancies. There were seven. We have advertised and are now interviewing candidates. I hope these positions may be filled. A situation which finds one man on duty in a dormitory of 70 low-grade children is conducive to abuse, inadequate discipline, care and training. It also leaves the School wide open for public criticism in the event of a bad accident or injury in that building. There are five attendant vacancies, one having been filled and a part-time recreational officer added the past week.

School: Our school program, which eventually will embrace all the children who have possibility of academic training and many others on vocational levels will be underway September 10. Teachers are now planning their classes and readying their rooms. Plans have been discussed with Mrs. Grey, the principal.

Rutland Colony: I feel strongly that the Rutland Colony has a most important place in the successful adjustment of many Brandon cases to eventual community living. However, it should not be used as a place of permanent, long-time refuge for girls to work in homes of that city.

For instance: Unless there are extenuating circumstances of which I am not aware at this time, one girl with an I.Q. of 89 has been for five years at the Rutland Colony by admission of Miss Dolan. I think it is high time she were placed permanently in some home. Certainly a girl of this intelligence should have an opportunity to watch and control her spending of money, yet the girl, herself, told me on Wednesday that she has no knowledge of how much she has in the bank and has no spending money except what tips she picks up. One wonders why this girl ever came to Brandon. A girl of her type would be school material at Weeks School, probably would have actual high school.

September 5, 1951

If full use of the Rutland Colony as a rehabilitative center is to be realized, there should be more of a turn over. Girls should be able to be trained in a year, I would think, particularly since presumably they already have acquired much training at Brandon School before being moved to the Colony.

I am having a list prepared of the Colony girls, their ages, I.Q's, and length of time at Brandon and the Colony. It should be screened carefully and more turn over effected if the true function of the Colony is to be achieved.

For three years, the Rutland Colony has witnessed a "cat and dog" fight between Dr. Kelly and Miss Dolan. The latter has given years of service to the State in her operation of this Colony. She admits loss of interest the past two years because of her conflict with Brandon. My conversation with her -- her ramblings over the years and her unconnected recitation of personal feuds -- conflicts with various Catholic clergy and with nearly everyone who ever had any responsibility over the Rutland Colony -- her marked tendency to gossip and her terrifically defensive attitude toward the Colony and all of her work in it, together with many odd personal mannerisms, leads one to the conclusion that some method of severing her connection with the Colony administratively should be made at the earliest opportunity.

If the Colony is to be used successfully, there must be a good relationship with Brandon. This can never be achieved, I believe, among the girls now there because they have been witnesses and overheard the many violent disputes between Dr. Kelly and Miss Dolan. She has built up a sort of personal loyalty with each girl, leading them to be suspicious of anyone from Brandon and, therefore, making it particularly difficult for them to make the break which they should make from the Colony into a private home under the supervision of a Brandon Social Worker. Miss Dolan has resented and fought against any control from Brandon and this attitude would naturally be reflected by the girls, some of whom have been there so many years that they are as equally institutionalized in the Colony as they would be at Brandon, had they never left there.

Obviously this is not the intent and purpose of a Colony of this kind. Her spats with Dr. Kelly have been carried on in full presence of the girls and Miss Dolan even called the girls in to verify in her conversation with me what was said by Dr. Kelly to her, a situation which makes any relationship of the girls with Brandon difficult to achieve because they have to look to Miss Dolan for all of their favors at the Colony.

In reporting this, I do not mean to question the motives of Miss Dolan. I think she is sincere but I think she is considerably misguided and that under her, the true function of the Colony cannot be realized.

Perhaps her feelings could be spared and should be by making her an advisor -- unofficial and soliciting her continued interest and help in the Colony with the girls much as the Gray Ladies operate in private hospitals.

I would strongly recommend the following with respect to the Rutland Colony.

1. That Miss Dolan be gracefully removed with suitable public attention to her services over the past 30 years and that Miss Helen Koltanski be given supervision over the Rutland Colony. Aside from providing Miss Koltanski with a new incentive and interest, the Colony's placement program would be benefited by having it in charge of a person highly respected in the community and of sound judgment and good experience with respect to the handling and placement of girls. Moreover, the Colony would lose none of the human touches which Miss Dolan doubtless contributes and has for many years for Miss Koltanski's abilities in this direction are widely known. Moreover, the proximity of the two institutions and the low population of Riverside make this arrangement all the more practical.

September 5, 1951

2. That definitely and without delay the auditors should be requested to approve a system whereby each girl at the Colony under supervision and direction of the matron in charge of the Colony, should have her own bankbooks, make her own deposits and have control of the money she earns. From her earnings, the girl would reimburse the State for her board and care and in this way the girl can be taught, as in no other, the invaluable lesson of how to handle money and the simple virtues of thrift and saving. Certainly there is no interest and no incentive under the present arrangement which appeals to me also as being cumbersome and an additional burden upon the bookkeeping staff of the Brandon State School. Obviously the person selected to operate the Colony would be a person who could be trusted to set up and operate under such an arrangement, otherwise, she would not be suitable as head matron. I know from personally watching such a program, the importance of permitting each girl to have her bank account, pay her bills and save her money. It should be remembered that girls at the Colony presumably are preparing for a self sufficient existence.

Miss Dolan unquestionably has been a moving spirit at the Colony until overcome by the differences with Dr. Kelly. They have become an obsession with her. She talks of them incessantly, discusses affairs in the presence of the girls, calls them to her defense like witnesses. I do not feel she should continue there even though I am sure that with proper handling she can do the job and that my relationships, for instance, with her, could be good.

The condition of the accounts at the Colony, the appearance of the table which was full of scattered records and receipts which she was "getting ready for the auditors" is ^{probably} testimony as to why the bookkeeping was switched to Brandon. However, this definitely should be only a temporary means of securing an end and for the sake of constructive rehabilitation, these girls should have their own bank books, handle their own money under competent direction. They should not remain in the Colony House for such extended periods, for this keeps a "full house," prevents other transfers of girls who might benefit by Colony training prior to going "on their own."

The Colony House is far too modern and sound concept not to be used to its fullest advantage for as many as possible.

The Grounds and Buildings: The buildings appear to be in reasonably good repair. Many of them are relatively new. There has been some interior damage by the children, but this is to be expected. It is unfortunate the low-grade dormitories were not of tile construction and terrazo flooring, for this would lead to easier upkeep and better sanitation.

The major improvement to grounds and buildings that I would like to accomplish this fall is the grading around the new buildings. They do not present an attractive appearance as at present and this is readily noticeable to visitors. Playground space is inadequate for lack of grading.

The Institution's grounds are not at all what they should be. The lawns are not as neat and well kept as they should be. The scarcity of flower beds is appalling to me, for the value of flowers and natural beauty is the happiness of mentally deficient is well accepted. I am told all flower beds were ordered seeded over. This should not be so. Flower gardens not only improve the appearance of an Institution, but provide entertainment to the children and are of great teaching and practical value on long evenings and for children who can not work in the fields, etc. You can reach many children, ease many upset emotions with color, flowers and things of nature. Birds and pets definitely have their place in such a School as this one.

September 5, 1951

The finished grading around the new dormitories and in other places on the campus where it is sorely needed should be let out to contract or handled through the Highway Dept. and I respectfully welcome any assistance in this respect that the Board can give. It should be done this fall.

The fire damage in the small barn-garage should be repaired and I would recommend by contract inasmuch as there is sufficient to keep our own crews busy. May I have authority to get some estimates.

The slate roof on the barn at Pittsford will be repaired by our own crews. Mr. Jones and I looked this situation over this weekend Dr. Benson will provide a man to help.

I find the staff especially cooperative. They have felt free to discuss problems of the School with me and their personal differences among each other as well. I believe, on the basis of the cooperative spirit shown among staff members said to be of different factions that the staff morale is well on the rise and this is pleasing to report.

Medical and Psychiatric: I have retained the part-time services of Dr. Julius Cohen of Burlington as consulting psychiatrist. He will come here one full day a week and in this way we will be able to give psychiatric attention to behavior problems and to other referrals from the nurse and general matron. He will also see and examine all new admissions and all discharges and in this way our case histories will be kept up to date. I have had Dr. Estabrook and our psychologist, Mrs. Grey, catching up on medical and psychometric examinations which had fallen between 30 and 40 in arrears.

Nursing service: One nurse for a population of about 450 does not appear adequate. Although it may be said that it is too early to make this decision, I urge that permission to add one more RN to the staff be obtained. I believe our shortage of nursing service could well be criticised and its expansion is of even more concern than having a full-time psychiatrist. *Request for 2 R.N.'s. to Emergency Rd. 9/19/51*

My ten days here, to date, have been extremely busy ones; but I have found them profitable and extremely interesting and stimulating. This report could be much longer; but I will not make it so. I have visited the Weeks School four times, discussed school prospects, interviewed school children and the high school group and have not found that time has hung at all heavy.

I have a complete record of all memoranda and notices which have been issued from this office if the Board is interested in them.

Board of Mental Health: The Board of Mental Health was here on Friday, August 30. They approved discharge of two boys, parole of a boy and a girl and offered their assistance at any time. I found them cooperative, interested and anxious to be of service. Apparently they were pleased with our progress to date.

The Board needs to have its powers and duties clearly defined. It was suggested they consult Mr. Dale and the Attorney General.

We need to effect transfer of two cases to the State Hospital. They have been awaiting transfer for some time and some method for more prompt action in these cases should be devised.

September 5, 1951

Children's Federal checks:

I would appreciate instructions from the Board with respect to the handling of social security and such funds which come through for various of our children. Currently these are being sent to the State Treasurer as "board money." I wonder if this is a proper and legal action in view of the fact that the legal custodian must swear that such funds are used for the particular person who receives them. I, furthermore, wonder if the best interest of the child is thus served for in the event of a child being able subsequently to leave the Institution on parole or discharge, he leaves penniless. I would recommend that individual accounts be set up for these children who receive Federal money and that a portion of said payments go to the State for board, while some be kept in a savings account for the child to be used for his benefit in the purchase of clothing, etc., or saved for his future benefit as the case might be.

I wonder if the interests of the State might be equally as well protected and served in this way as under the present system under which all the money goes to the State but clothes, etc., have to be purchased by the State.

Merging of Parole:

While it might not be wise to act at this time until a further study has been made, it would appear that the parole supervision program well could be combined with that of the Weeks School to effect equal or better coverage at less time and expense, thus freeing Mr. Mulcahy for better use among the children in the Institution. I feel that his talents are not being used to their fullest as parole supervisor of a case load of 22 to 25 boys and girls. I would now recommend that Mr. Mulcahy continue to supervise cases in the immediate vicinity of the School where most of them are placed but that visits to homes and parolees in the more remote sections of the State be delegated to Weeks School officers.

Community Placement Program:

It is my further feeling at this time that the possibility of day placements of deserving children for work directly from the School in and around Brandon should be considered. This would provide an incentive for the higher-grade children and an opportunity for them to gain social experience and realize some spending money. It also might tend to improve relationships locally and to help counteract the feeling that Brandon cases are hopeless -- a philosophy which should not pervade the community nor the School, for more and more is being accomplished by progressive schools in the line of community programs. Interest in your school also is served in this manner and the School as well as the children profit.

Personal:

I would particularly like to speak of the splendid cooperation and conscientious work of the general matron, Mrs. Tierney, who seems to have her fingers particularly close to the pulse of the Institution; the nurse, Mrs. Wheeler, a graduate of St. Luke's Hospital; the farm manager, Mr. Jones, who is a volunteer for everything; Mrs. Edson, a capable and currently overworked person in the business office, who might well be considered for promotion I would think; and Mr. Mulcahy who has taken to new duties enthusiastically and been helpful in many respects.

September 5, 1951

The audit:

The auditors are working here. I have conferred with them from time to time. They speak highly of Mrs. Edson and my associations with her bear out their opinions.

I am awaiting a report and recommendation from the auditors on business practises for the business office. I do know, however, that inventories are in bad shape, the card-x system not up-to-date and that there is need for a competent and experienced person in the office to set up and maintain controls over the important items in an efficient manner.

I am wondering, if with a competent superintendent interested in the over-all picture of the Institution, Mrs. Edson could not take over office management, assuming many of the duties that were Mr. Lavenis' provided she had an able person to handle a simple system of accounting and inventory.

The farm report follows:

Respectfully submitted,

Harrison C. Greenleaf
Acting Superintendent

C O P Y

Brandon State School

December 28, 1955.

Miss Katherine Dolan,
Colony House Supervisor,
Rutland Colony House,
Rutland, Vermont.

Dear Miss Dolon:

Conclusions reached by the Board of Institutions, following their joint meeting with the Board of Mental Health at which you were present in my office on December 12, 1955, were in part that you had repeatedly failed and refused to recognize or obey orders given by your supervisor.

The Board of Institutions accordingly directed me "in the best interests of the Rutland Colony House, Brandon Training School - the parent institution, and the State of Vermont" to effect your separation for cause.

You are hereby notified that by your actions you are in violation of Rules and Regulations for Personnel Administration, Personnel Department, State of Vermont, specifically under subsection 12.052 thereof - refusal to obey orders given by his supervisor. Accordingly, your services are terminated, effective on receipt of this letter. You will receive pay for two (2) additional weeks from the effective date, plus your accrued annual leave.

Specific charges against you are as follows:

- No. 1. On March 29, 1955, at 3 p.m., as a result of Mrs. Edson, Administrative Assistant, calling to my attention that there were eight or more bank books at the Rutland Colony House which were needed, I called you and instructed you to send the books belonging to the girls named to the Brandon State School, together with a list of amounts owing them from various employers. The only information sent with the books concerned one girl only - Doris Ball. (See Exhibit A-1)
- No. 2. On March 30, 1955, at 10:30 a.m., I called you to remind you that the information requested the previous day was not sent. In that conversation you told me that the largest amount owing was by the Mt. St. Joseph Convent and that the Mother Superior was doing an excellent job of sending payments of \$500. at a time in an attempt to pick up the back balance. (See Exhibit A-1)

- No. 3. On March 30, 1955, I wrote you that I could see no reason why these various girls' accounts could not be collected and also reviewed with you the information needed Tuesday, April 5, 1955. You failed to furnish this information. (See Exhibit A-2)
- No. 4. On April 19, 1955, I called you to ask when we might receive the girls' accounts. You replied that they were not quite ready - held up because you had entertained the University Club the previous evening. See Rutland Herald for 4/18 or 4/19. (See Exhibit A-3)
- No. 5. On July 25, 1955, you were sent a bill from the Economy Department Store in the amount of \$39.90, for Miss Marjorie McKinney who was recommended for discharge from the Brandon Training School by the Board of Mental Health. In writing I requested you to obtain an itemization of this charge. You did not comply with this request. (See Exhibit A-4)

In this same letter of July 25, 1955, I wrote "... make an effort immediately to collect these amounts so that Marjorie's bills may be paid". The amounts referred to are wages owed Miss McKinney by the Loretta Home, Rutland (\$102.60) and by Mt. St. Joseph Convent, Rutland (\$2.00). These wages have never been collected according to the Brandon Training School records nor did you report on your efforts to collect.

On August 8, 1955 you were called by telephone by Mrs. Harriett Edson, Administrative Assistant, Brandon Training School, concerning this situation and at that time you informed Mrs. Edson that you would do your best to have the money for the Brandon Training School book-keeper, Miss Hutchins, when she came to the Rutland Colony House on August 17, 1955, the regular day for this person to pick up the Rutland Colony House business records for the period. You failed to collect the wages by August 17, 1955, nor did you have the information at that time. (See Exhibit A-4)

- No. 6. On August 9, 1955, to confirm the details of the Marjorie McKinney situation, I wrote that I would insist on Miss Dolan collecting the Marjorie McKinney money by August 17, 1955, in time for Miss Hutchins' regular visit to the Rutland Colony House on August 17, 1955. You failed to accomplish this work. (See Exhibit B)
- No. 7. On August 24, 1955, I wrote you a letter as a result of your telling Miss Hutchins that you were planning to include Miss McKinney's items in with a group payment at a later date. I informed you this was unsatisfactory and that collection must be made immediately. You were instructed to acknowledge this letter. You did not do so nor did you comply with my orders. (See Exhibit C)
- No. 8. On September 8, 1955, I wrote and asked if you could give me any reasons why I should not obtain a report from you concerning the collection of money owed Marjorie McKinney. You failed to acknowledge my request or make a report. (See Exhibit D)

- No. 9. On June 24, 1955, I gave to you personally a supply of Brandon Training School accident reports and instructed you in their use. I specifically ordered you to fill out one of these reports concerning an accident involving Miss Mary Sharkey, an employee at the Rutland Colony House, who was injured, allegedly by "the rough handling Miss Sharkey had received from Linnie Hendee". According to your statement Miss Sharkey suffered a bursitis and hospitalization was advised. You failed to file this report. (See Exhibit E, p. 1, #1, and p. 2, #12)
- No.10. On June 24, 1955, I delivered personally to you at the Rutland Colony House a supply of Quarterly Report forms with instructions to you to fill one out for each student then at the Rutland Colony House and to send the completed reports to Brandon Training School not later than August 1, 1955. You failed to carry out this order. (See Exhibit E, p. 2, #12)
- No.11. On June 24, 1955, I instructed you to fill out a personnel rating sheet for your subordinate, Miss Mary Sharkey. To date you have failed to send in this form. (See Exhibit E, p. 1, #1)
- No.12. On June 24, 1955, I obtained your consent to the forwarding of your own personnel rating sheet not later than June 29, 1955. To date you have failed to forward this report. (See Exhibit E, p. 1, #3)
- No.13. On May 23, 1955, I requested your attendance at a food conference at Brandon Training School to discuss methods of ordering food for Rutland Colony House. I asked you to inform me about your attendance. You failed to acknowledge to me that you would or would not attend this meeting. (See Exhibit F)
- No.14. On March 7, 1955, at the Rutland Colony House, I questioned you about the students' accounts and money owed by a Rutland institution, also a nursing home there. You stated that "they" were quite content to have payments made in \$500. amounts. Subsequent investigation proved this to be untrue. You also stated the accounts with this institution were on a current basis. The auditors' reports of August 31, 1955 did not substantiate your statement to me. (See Exhibit G, p. 1 and 2; see Exhibit H)
- No.15. On August 31, 1955, I wrote you again and asked you to let me know at once what progress had been made in collecting the girls' accounts. I enclosed a summary of the figures we had on hand. In this letter an offer of assistance was made in an attempt to collect the balances as established in the auditors' report of March 31, 1955. Again you did not acknowledge the correspondence. (See Exhibit I)
- No.16. On September 27, 1955, I forwarded to you a complete itemization of accounts receivable for the Rutland Colony from March 31, 1955 through August 30, 1955. I indicated on this tabulation that you had informed the auditors that some items had been paid but they, the auditors, could find no evidence of payment, therefore the accounts were considered to be outstanding.

I insisted that you make an immediate effort to collect the wages due these girls and send me an itemized report of the results on or before October 17, 1955. I never received any such report from you. (See Exhibit J)

Miss Katherine Dolan - 12/22/55

-4-

No.17. On November 14, 1955, I informed you by letter that any small purchases made at the Rutland Colony House would require a "Local Purchase Order". I enclosed a supply of the new forms. On November 21, 1955 you violated this order by purchasing one quart of Johnson's Wax at the A. C. Landon & Co. Hardware Co., per their invoice No.21009, without using the prescribed form. (See Exhibit K)

Very truly yours,

Francis W. Russell,
Superintendent.

November 29, 1955

Howard R. Finn, Chairman
Board of Institutions
103 Summer Street
Springfield, Vermont

Dear Howard:

I intended to bring to the attention of the board at the Rutland meeting the Colony House situation. So much time was devoted to consideration of the cases that I did not want to prolong the meeting.

Miss Dolan, the Colony House Supervisor, has operated the Colony from its date of establishment. She has worked for the state for thirty-two (32) years and is presently fifty-five (55) years of age. She has felt thoroughly qualified to administer the Colony House without any direction from the parent institution. The last four (4) school superintendents have made every effort to secure her cooperation to no avail. Her response is: "Superintendents may come and go but Katherine Dolan goes on forever." Mr. Russell and I have conferred time and time again regarding this situation. A woman who has devoted thirty-two (32) years of her life to the care and training of mentally retarded girls deserves a lot of consideration.

The slow turnover of students referred to the Colony House has been a source of great concern for several years. The Board of Mental Health finally took the bull by the horns and with the recommendation of the psychiatrist, Dr. Brooks, discharged girls who had been in the Colony for years because Miss Dolan felt they were not qualified to go out.

Miss Dolan, no doubt, recognizes the expanded training program at the School and the 1955 school placement amendment plus a more rapid turnover of the girls in the Colony jeopardizes the daily wage placement program which she has operated out of the Colony for so many years. Her attitude not only toward all authority but also toward the girls subjected to her custody is such that the psychiatrist, Dr. Brooks, questions the feasibility of further transfers from the School to the Colony.

November 29, 1955

Miss Dolan asked for assistance in securing her retirement. When the papers were sent to her for her signature, she responded with a letter which indicates she has no intention of retiring at this time.

For years, the Colony House has been regarded by people in Rutland, in fact even the Legislature, as a project rendering an excellent training program at a minimum cost. Part of the earnings from the girls goes toward the support of the Colony.

Miss Dolan, no doubt, will refuse to accept a transfer to the School as a matron in one of the dormitories. We do not want another Gould case on our hands and we hope to solve this personnel problem amicably. Miss Dolan is now devoting much of her time with influential people and organizations in Rutland attempting to stir up sympathy.

I do not anticipate this problem will come to a head right away and you may wish to discuss it in detail at the next meeting.

Sincerely yours,

T. C. Dale, Commissioner
Department of Institutions

TCD/t

cc to Mr. E. Leon Butler
Mr. Holger C. Petersen

VISITING HOURS
SATURDAY AND SUNDAYS 1 TO 4 P.M.
WEEK DAYS BY APPOINTMENT

RAYMOND J. MULCAHY
DIR. ADMISSIONS, TRAINING
AND PLACEMENT



TIMOTHY C. DALE, COMMISSIONER
DEPARTMENT OF INSTITUTIONS
MONTPELIER

FRANCIS W. RUSSELL
SUPERINTENDENT

November 23, 1955.

Mr. T. C. Dale,
Commissioner of Institutions,
Montpelier, Vermont.

PERSONAL

Dear Tim:

I must have caused you a little surprise when I called you to say that the AAUW (American Association of University Women, Rutland Chapter) were in my office. It was with some apprehension that I received a call a few days ago from a Mrs. Wild of Rutland, saying that she would like to meet with me, together with three other women, to discuss the Rutland Colony House. They came as planned and I fenced and jostled with them for a little while, trying to determine their attitude and their reasons for coming to Brandon.

As the tension let down, I found out that Miss Dolan had evidently invited the association to meet at the Rutland Colony House. The group had expected to hear the topic "The Rutland Colony House, its organization and its purpose". When Miss Dolan rose to speak, she embarked on a Dolan diatribe and literally floored the good ladies of the University Association. After the sad event, they evidently appointed a committee to come here and talk with me, in an attempt to get at the truth of the situation. They were very frank and understanding and gave me to believe that their fears were well founded, in that Miss Dolan is acting queerly and saying things which are rather bizarre. I evidently convinced them of the very grave problem we face in what to do with Miss Dolan and the Rutland Colony. I am quite sure I elicited their sympathy because it was their feeling that Miss Dolan should be removed. They agreed with me that a 32-year employee cannot be simply cast aside. They were even willing to go to Miss Dolan personally and attempt persuade her to accept a medical retirement. Incidentally, the group knew all about your letter to Miss Dolan offering retirement. As a matter of fact, there was little they did not know about the situation, except Miss Dolan's behavior.

After the meeting, when we did not arrive at any decision (which I was quite willing they shouldn't), they asked if they might meet with you. Hence my call. I do not believe you need have any fears about meeting with this group, because I believe they have a very firm grasp of the situation. I told the ladies that I would not be present at the November 30 meeting, that it would be better if they talked with you privately, thus getting your impressions. In this way they will have a cross section of opinion which has not been collaborated on prior to their meeting.

Mr. T. C. Dale,
Commissioner of Institutions 11/23/55

One important angle that I gleaned from this meeting was that the public are not so slow to understand as we would believe, that the city is rapidly coming to the conclusion that there is something peculiarly wrong with Miss Dolan and that the authorities, meaning us, are up against a rather difficult problem. I feel sure that we have sympathy on our side. Anyhow, the wheels are turning more rapidly. The question was asked whether Miss Dolan could have a vacation. This is, of course, very easy to do and I believe should be done as soon as the last girl has left the Colony, which will be about the first week in December. In this way Miss Dolan can take the easy way out without too much of a blow being felt. I rather feel with the going of the last girl she will recognize the situation. Perhaps that is wishful thinking, but it could come to pass.

Sincerely yours,

Frank

Francis W. Russell,
Superintendent.

*on Nov 25 This needs no reply -
I went over
this situation with
Mr Russell while at
Brandon School.
T.D.*

Colony House
Rutland, Vermont
October 31 - '55

Timothy C. Dale, Commissioner
Department of Institutions
Montpelier, Vermont

Dear Mr. Dale:

Photostatic copies of Colony House audit have been received. Thank you very much. I am pleased with the financial picture as presented by the Colony audit, namely; 'everybody busy.'

Mr. Dale I am not interested in anyway or any plans being made for my retirement at the age of fifty-five. Financially such a plan would be impossible. Illness of a very serious nature would have to enter into the picture then of course it would be imperative. My record of sick leave over the years is an enviable one.

As of March 1956 I will have completed thirty-four years of pioneering, building, planning and loving my work. From 1935 on you have observed from year to year my achievements in a very humble way in a very humble position, but a most unusual one, one in which all too few of the right type of people care to venture into. My position over the years has been one of dedication and sincere belief in people.

Mr. Dale I am very confident that you must have the same thoughts regarding my retirement as I have written them to you. Because the salary may be a few cents more than I have been receiving or because over the years I have proven what may be done to make life better for exceptional people in our State make me eligible for retirement at my age? I doubt it.

I trust you have thrown your crutches away by now and sincerely hope you have no bad results from your accident. Best wishes to Burt and his family.

Respectfully submitted,

/s/ Katherine M. Dolan

Please note:

"Lord treat me tomorrow as I have treated others today."

Copy sent to Mr. Powell Nov. 2-55

VISITING HOURS
SATURDAYS AND SUNDAYS 1 TO 4 P.M.
WEEK DAYS BY APPOINTMENT

RAYMOND M. MULCAHY
DIR. ADMISSIONS, TRAINING
AND PLACEMENT



STATE OF VERMONT
BRANDON STATE SCHOOL
BRANDON
TEL. 74



TIMOTHY C. DALE, COMMISSIONER
DEPARTMENT OF INSTITUTIONS
MONTPELIER

FRANCIS W. RUSSELL
SUPERINTENDENT

September 21, 1955.

Mr. T. C. Dale,
Commissioner of Institutions,
Montpelier, Vermont.

Dear Mr. Dale:

I am advised by Mrs. Edson that Miss Dolan, supervisory matron of the Rutland Colony House, may be due a regular anniversary pay increase as of September 25, 1955.

Miss Dolan was given a personal rating somewhere along last June, which to her was very unsatisfactory, and which I felt was a reasonable evaluation of her work. Miss Dolan refused to sign this rating sheet, even though I advised her that by signing she was not necessarily approving the rating. She promised to return the form five days later. To date it has not been received, almost five months later. I understand she has filed it with her lawyer.

We are in somewhat of a quandary as to the future of the RCH, on the basis of our psychiatric consultant's written report of April 18, 1955. Dr. Brooks, after personal contact with Miss Dolan on that date, advised that no further placements be made at the RCH for trainable girls until some changes had been made.

On August 9th I wrote a letter to Miss Dolan, asking her to collect some money owed Miss Marjory McKiney, who was discharged by the Board of Mental Health, on an undated discharge. I again wrote to Miss Dolan on August 24th, asking her again to please approach the Loretta Home and Mt. St. Joseph to collect \$102.00 and \$2.00 respectively from these two organizations. Again I heard nothing. Once again I wrote on September 8th, asking Miss Dolan to call me or write me and give me any reasons why she should not take action on this matter, which would effect the girl's discharge. I have heard nothing up to this date.

To be sure, Miss Dolan is a 32-year state employee. Conflict greater than the usual differences of opinion found in social service work have characterized Miss Dolan's connection with Brandon Training School during the administration of at least three superintendents prior to the present one.

Speaking very frankly, this is not a question of "getting" Miss Dolan, but it is a question of "whither the Rutland Colony House?".

To my mind, length of service for any state employee is not a signal for a laissez-faire policy in supervising the employee. Miss Dolan is, to my mind, incompetent to handle the RCH along modern lines of social work. If we are to measure Miss Dolan's work in terms of food preparation, housekeeping and entertainment at RCH, then she rates very high. It should also be borne in mind that Miss Dolan was appointed to her present position some 26 years ago, when perhaps all that was expected of a matron was the keeping of a clean, orderly, quiet house. Certainly, 26 years ago she had no more access to psychology, psychiatry, social work techniques, and counseling and guidance any more than anyone else did at that time. The field of mental retardation has gone a long way in 26 years. Miss Dolan has remained in the same position she occupied, both mentally and professionally, 26 years ago.

The idea of dismissing Miss Dolan or getting rid of her because of incompetency cannot be considered, in my opinion. There are numerous arguments in favor of Miss Dolan, the first one being, of course, that she is a 32-year employee. An equally strong one is that she practically runs the RCH singlehanded. I am quite sure this is by choice on her part. It nevertheless can be turned into a powerful weapon of argument in her favor, if ever the chips went down.

There are 13 girls in the RCH this month. Four of them have been approved by the Vocational Rehabilitation Division for further training at the Woodrow Wilson Training Center in Virginia. These four girls have pronounced eye strabismus and are being operated on this month, the expense being assumed by the Rehabilitation people. With the departure of these girls, there will be 9 girls left. Of this number, Miss Cora Chandler will be placed this month in a private home. This leaves eight. Miss Carrie Woodard will be completely discharged in a few days, which leaves seven. Out of these seven, six should be given the opportunity of trial placement. The seventh is doing janitorial work at the RCH. She might remain at the RCH in the same role or be returned to the Brandon Training School.

It should be noted, too, that the Brandon Training School has progressed in 26 years. With our present facilities, as limited as we are in trained personnel, it is my feeling that the parent institution can train girls more effectively and more successfully and with better morale right here in Brandon. Their supervision is closer and their weaknesses can be studied by people who know what to look for in the retardate. The present day placement program is, to my mind, an unqualified success and is being supervised without any greater expense to the state than the normal social work program carried on in the school.

On July 1, 1955, or thereabouts, I proffered a plan which would convert the Rutland Colony House into a nursery. I still believe this plan is sound, but further study and investigation should be made on it. We have a nursery here of 20 beds, all of which are occupied. Our present waiting list for the nursery is 15. There is no doubt but what there are many more

nursery children in the state who should be institutionalized but are not because the parents or the agencies concerned know that it is almost impossible to admit a case to BTS at this time.

As I recall my preliminary figures, I think there would be space in the RCH for 60 cribs. Miss Dolan could be invited to remain on as supervising matron, assisted by her present attendant, Miss Sharkey. In addition to that, some of remaining seven girls now at the Colony House might advisedly remain there in a working situation. Their number could be brought up to about eight girls by adding some custodial women from the school. They would be in residence at the RCH. This would mean a payroll no different from the present RCH one. At the school here we practically staff the entire nursery with inmate help. They are of the custodial type (high imbecile) and from what I have observed take better care of these unfortunate infants than does the average paid attendant.

Although this letter is lengthy, the main point is - what shall I do about Miss Dolan's anniversary increase. If it is given to her, then the rating sheet means nothing. On the other hand, I rated Miss Dolan on my concept of what a supervising matron at the Rutland Colony House should be doing. Were I to rate her as an ordinary matron of a dormitory, she would pass muster, with the exception of her very definite lack of discretion and certain tendencies to criticize other people and especially the destructive criticism of her trainees.

Sincerely yours,

Francis W. Russell

Francis W. Russell,
Superintendent.

*9/28-55
Talked with Frank at
BTS Sch. today re above*

*Frank is to write Woodman letter
advising Miss Dolan anniversary
increase etc. for my approval.*