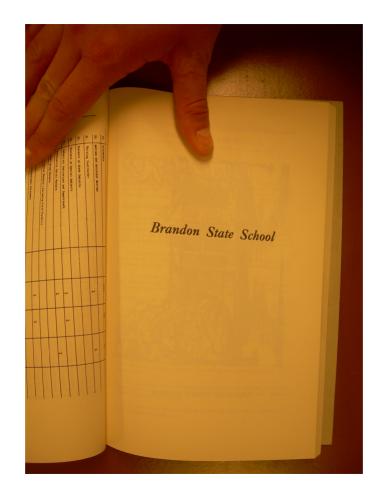
Department of INSTITUTIONS

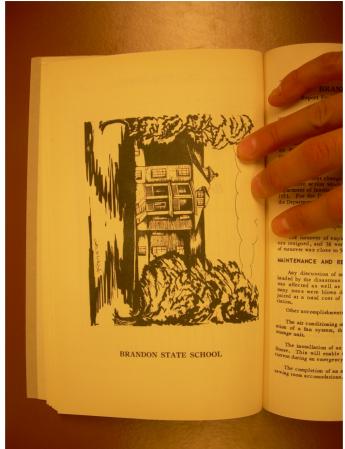
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ATE OF VERMONT

BIENNIAL REPORT

FOR THE TWO YEARS ENDING JUNE 30, 1952





BRANDON STATE SCHOOL Report For The Year July 1, 1950 to June 30, 1951

INTRODUCTION:

The preparation of a report for the Brandon State School covering the property of the state of the state state the administration of the state preparation of the state preparation the institution. For that many distributions will be held and will cover only pertinent facts concerning the year in greation.

ADMINISTRATION:

The greatest change in administration was the result of the 1951 Legislative action which returned the School to the jurisdiction of the Department of Institutions. This change became effective as of june 19 1951. For the first eleven months of the year, the School was under the Department of Health.

Dr. Francis W. Kelly and Michael V. Levonas directed the Institu-tion during the entire year in their capacity as Superintendent and Business Manager, respectively.

The turnover of employees during the year shows that 42 employees resigned, and 38 were engaged to replace them. The percentage of turnover was close to 50 per cent.

MAINTENANCE AND REPAIR:

NDON STATE SCHOOL

Any discussion of maintenance for this year must of course be headed by the disastrous results of the November hurricane. Brandon Meased by the disastrous results of the November hurricane. Brandon was affected as well as others and, in addition to building damage, many trees were blown down and destroyed. All buildings were re-paired at a total cost of \$3500.00, which was paid from the approp-

Other accomplishments during the year included:

The air conditioning of the vegetable stomge house by the install-ation of a fan system, thereby increasing the effectiveness of this

The installation of an emergency gasoline generator at the Boiler House. This will enable the Institution to be supplied with electric current during an emergency,

The completion of an addition to the Laundry, which enlarged the sewing room accomodations.

The completion of the new cow barn, replacing one previously destroyed by fire.

The laying of a four-inch water main.

The rebuilding of 1800 feet of driveway,

The building of driveways and sidewalks to the new part of the

Institution.

A new power distribution line constructed from the Boiler House A new power distribution and considered nom the bolier House to the Maintenance Building, the new cow barn, and the old cow barn,

The renovation of Dormitory "B" into a Maintenance Cepter. housing the paint and carpenter shop, and the installation of new equipment for those shops.

The installation of a walk-in freeze locker at the Storehouse, thereby providing for the preservation of meats, etc., by freezing,

The installation of a milk cooler in the pasteurization plant

EDUCATIONAL:

The academic program continued with three classroom teacher one of whom also engaged in Occupational Therapy activity. There was some change in the program of the School, caused by the resignation of Albert Blood in June. No successor was engaged until January 15, 1951 when Mrs. Josephine Gray was employed as Psychometrist and Principal. During the interim period, Mr. Mulcahy, Psy-chiatric Social Worker, also assumed the responsibilities of the School program.

The above also indicates the changes which took place in the psychological department, as those duties were incorporated with the duties of School Principal.

CHAPLAINS:

The Chaplains' Department was sorely afflicted by the death of Rev. James L. Hall, who had been the Catholic Chaplain since his arrival at St. Monica's Parish. Father Hall had given unstintedly of his services, and endeared himself to patients and employees alike. He was a man of pleasing personality and of great devotion to his ealling. calling. He was replaced by Rev. Demot J. Cosprove, who also succeeded him in his parish.

Rev. Bowen H. Shattuck, Congregational minister of Brandon, continued as Protestant Chaplain.

DEPARTMENT OF IN

MEDICAL:

During the year the medical needs the consulting physician, Dr. J. S. full time nurse. Dental needs wer and Miss Carletta Phelps, Dent

All 53 admissions neurological examinati man test, and immus All farm boys were

All child ved dental

males. Causes were as follows: ilepticus - 1; Dehydration due to bation due to Encephalitis - 1.

SOCIAL SERVICE:

Nine complete discharges were Nine complete discharges were these were females; three having c discharge, one from the School to be to her husband (having cloped from males were discharged by Court ord were discharged to their own familie

Fourteen conditional discharge males and eight males. Two of th land Colony.

Revocations of placements had

There were five deaths during

f the new cow barn, replacing one previously

ursinch water main.

lriveways and sidewalks to the new part of the

tribution line constructed from the Boiler House ailding, the new cow barn, and the old cow barn.

of Dormitory "B" into a Maintenance Center. carpenter shop, and the installation of new equip-

of a walk-in freeze locker at the Storehouse, w the preservation of meats, etc., by freezing,

a of a milk cooler in the pasteurization plant.

rogram continued with three classroom teachers, regram continues with three classroom teaches, ngaged in Occupational Therapy activity. There is the program of the School, caused by the resig-rel in lane. No average of the school, caused by the residence of the school of t d in June. No successor was engaged until Jan-A in june. No successor was engaged until june Mrs. Josephine Gray was employed as Psycho-al. During the interim period, Mr. Mulcahy, Psy-er, also assumed the responsibilities of the School

o indicates the changes which took place in the ment, as those duties were incorporated with the

Department was socily afflicted by the death of J, who had be the catability of the death of site Parada, being the catability of the death of network of the death of the site of the death network of the death of the site of the death replaced by Rev. Denot J. Control to this control.

. Shattuck, Congreg ant Chaplain.

er of Brandon.

During the year the medical needs were attended to by Dr. Kelly; During me year die meeter interes were attended to by Dr. Kelly; due consulting physician, Dr. J. S. Estabrook of Brandon; and one full time nurse. Dental needs were cared for by Dr. George T. Norton, and Miss Carletta Phelps, Dental Hygienist,

All 53 admissions during the year were given a physical and aurological examination. Standard procedure also called for a Wasser-man rest, and immunization against typhoid, diphtheria, and small pox. All farm boys were immunized against tetanus.

All children had dental examinations. During the year 231 received dental care. Three new plates were made, and four plates repaired.

Thirteen children had eye examinations. Two new pairs of glasses were purchased, and sixty two pairs were repaired.

Four were sent to Crippled Children's Clinics, and during the year four new wheel chairs were purchased and two walkers were made at the Institution.

Hospitalization during the year included one each of the following: Ovarian cyst, hysterectomy, uterine dilitation and curetage, and an appendectomy.

There was no epidemic of any proportion, resulting in 62 cases of virus. This was common throughout the area at the same time. There were also 9 cases of chicken pox.

There were five deaths during the year - two females and three males. Causes were as follows: Broncho-pneumonia - 2; Status-ep-ilepticus - 1; Dehydration due to Esophagai abscess - 1; and Exace-barien due bation due to Encephalitis - 1.

SOCIAL SERVICE:

MEDICAL:

Nine complete discharges were granted during the year. Five of Nine complete discharges were granted outing the year. Five of these were females; three having completed their term of conditional discharge, one from the School to ber family, and one from the School uscharge, one from the School to her lamily, and one room me School to her husband (having eloped from the School and married). Two males were discharged by Court order to the State Hospital, and two

were discharged to their own families. Fourteen conditional discharge placements were made, six ferourreent conditional discharge pracentents were mane, and its light males. Two of this number were girls from the Rut-

Revocations of placements had to be made in eight cases, five of land Colony.

	EPORT OF THE	DEI
76 STATEMENT OF IN For the Year July	COME AND EXPENSES 7 1950 to June 1951	В
Income :	\$38,318.58 142.63	Jı
Hides, Sale of Stock, Sale of Grain Bags, Sale of Machinery, Sale of	718,00 10.78 <u>70.00</u> \$39,259.99	Inc Balance Lives
Meat Produced : Beef Veal	2,248.55 440.74 6,880.24	Appre Transfer nom 13.11
Pork Poultry	<u>2,270.63</u> 11,840.16 2,926.23	
Eggs Vegetables & Fruits : Vegetables	11,490.44 289.36 11,779.80	Supplies, Materials Contractual Servic Equipment
Fruits Total Inco Expenses :	me 16,405.42	
Salaries & Wages Grain : Dairy Skim Milk	\$12,279.29 1,037.75 5,028.71	
Piggery Skim Milk Horses Poultry	608.89 186.15 <u>3,871.88</u> 23,012.67	Transfers Food to
Fertilizer : Corn Garden Grain	202.50 271.65 1,353.75 1,827.90	Average number of
Seeds Tools & Equipment Insurance Gasoline & Oil Stable & Dairy Supplies Miscellaneous Other	$\begin{array}{c} 1,396.36\\ 3,327.86\\ 153.90\\ 1,245.38\\ 1,412.65\\ 2,312.19\\ 3,024.34\end{array}$	Cost per pupil Cost per pupil Cost per pupil Cost per pupil
	xpenses 54,118.67 65 806,18	

186.D (32188) 23,012.67 Siles a/c 54,4 362,17 6,644.03 9,156,13 : 20,50 Transfers Food to Ruthad Color Buthad Sciences Buthad Bu	Statics & Vages 100,22,20 Transfer from 13,11 30,000,00 16 Tespenditures 16 Salaries & Vages 16 Salaries & Vages 16 Salaries & Vages 17 Tespenditures 18 Salaries & Vages 19 Salaries & Vages 10,000,00 3,003,00 30,000,00 3,003,00 10 Tespenditures 10 Salaries & Vages 10,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00 30,000,00 3,003,00	BRANDON STATE SCHOOL FINANCIAL STATEMENT		
20 Income : 30,9 Income : 16,405.42 Income : 11270.29 Income : 1272.20 Income : 1290.56 Income : <th>39.07 Income : 39.07 Income : 30.05.07 30.05.07 Total Funds Available 30.05.30 30.05.08 30.05.30 Total Funds Available 30.05.40 Intermet : 10.15.06 Salaries & Wages 140.242.10 Professional Scials & Parts 17.056.46 upment 10.452.26 nd, Structures & Inprovements 2.752.24 xed & Miscellaneous Charges 30.004.71</th> <th>FINANCIAL STATEMENT</th> <th></th> <th></th>	39.07 Income : 30.05.07 30.05.07 Total Funds Available 30.05.30 30.05.08 30.05.30 Total Funds Available 30.05.40 Intermet : 10.15.06 Salaries & Wages 140.242.10 Professional Scials & Parts 17.056.46 upment 10.452.26 nd, Structures & Inprovements 2.752.24 xed & Miscellaneous Charges 30.004.71	FINANCIAL STATEMENT		
July 1, 1950 to june 30, 1951. States Income : Balance - Rev. Fund 46,10 \$ 285,06 Income : Balance - Rev. Fund 46,10 \$ 285,06 Income : Balance - Rev. Fund 46,10 \$ 285,06 Income : Balance - Rev. Fund 46,10 \$ 200,00 Total Fund Available \$ 304,078,36 Dispectations 10,200,00 304,078,36 Dispectations 10,000,00 10,000,00 10,000,00 Dispectations 10,000,00 10,000,00 10,000,00 Dispectation 10,000,00 10,000,00 10,000,00 Dispectation 10,000,00 10,000,00 10,000,00 <	July 1, 1950 to June 30, 1951. 39.97 Income : Sign 2 Sign 2 Income : Sign 2 Sign 2 Income : Sign 2 Sign 2 <t< th=""><th></th><th></th><th></th></t<>			
Balance – Rev. Find 46,10 \$ 255,06 10,405,42 Total Funds Available \$ 1,015,06 16,405,42 Status & Wages 1,40,242,19 16,405,42 Fordesional Services 7,30,00 112,77,29 1,357,51 1,453,58 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 1,457,59 112,77,29 1,357,51 5,42,13 12,72,26 3,14,078,36 1,015,06 13,557,51 1,357,51 5,62,17 1,552,00 Net Expenditures sover laccome 5,32,17 1,353,751 1,357,51 5,62,41 1,353,751 1,42,65 6,644,03 1,353,751	Balance – Rev. Fund 46,10 \$ 285,06 Livestocitrition \$ 1,015,06 Transfer from 13,11 3,063,00 Total Funds Available \$ 314,07 Expenditures : Salaries & Wages Suprofessional Services 7,369,78 Suprofessional Services 1,32,796,84 upment 10,852,68 upment 10,852,84 Votal Evolutions Charges 350,004,371	July 1, 1950 to June 30, 1951.		
Livestock Sale-Rev.Fund 46.10 720.00 \$ 1.015.06 Transfer from 13.11 7001 Fund Available \$ 314,078.36 Expenditures : Salarics & Wages 140,242.19 Professional Services 7,369.78 Surplies & Wages 133,043.71 Mulk 503 2,352.71 Mulk 503 2,352.71 2,352.71 Mulk 503 2,352.71 Mulk 503 2,352.71 Mulk 503 2,352.71 Mulk 503 2,352.71 Mulk 503 2,352.71 Mulk 503 2,352.71 Mulk 503 2,352.71 2,3	Livestock Sale-Rev.Fund 46.10 730.00 \$ 1.01506 proportiation TransFirth Normalian Statistics Expenditures : Salarice & Wages 140.242.10 Professional Services 7.260.78 Surplices, Materials & Parts 132,098.06 printectual Services 132,098.646 unprent 10,832.88 ad, Structures & Improvements 2.372.24 ard & Miscellaneous Charges 313,0043,71	59.99 Income :	-59.99	
Image: Solution of the second service and services are servi	Total Funds Available \$33(4,07) Expenditures : Salarice & Wages 140,242,10 Professional Services 7,369,78 Supplies, Materials & Parts 132,098,08 unment 10,832,88 ad, Structures & Iloprovenents 2,372,24 ared & Missellaneous Charges 350,043,71 Total Expenditures 313,043,71	Livestock Sale-Rev.Fund 46.10 730.00 \$ 1,015.06 Appropriation 310,000,00		
20 Salaris & Tages 10, 242, 19 16, 405, 42 Fordessional Services 7, 369, 78 16, 405, 42 Supplies, Materials & Parts 132,095, 68 10, 402, 402 Tonil Expenditures 10, 432, 48 10, 402, 402 Tonil Expenditures 310, 043, 71 10, 502, 402 Tonil Expenditures 310, 043, 71 10, 502, 403 Tonil Expenditures 310, 043, 71 10, 502, 403 Tonil Expenditures 313, 043, 71 10, 502, 503 Transfers Food to Ruinal Colony 52, 21, 66 10, 502, 503 Listers & Cloid Tonil Science 5303, 887, 58 11, 505, 504 Average number of Pupils – 454 500, 36 11, 505, 506 Cost per pupil per Year 560, 36 11, 505, 506 Cost per pupil per Year 12, 67 54, 013 1, 42, 65 Cost per pupil per Year 12, 86 54, 013 1	Salarise & Tages 140, 942, 19 Professional Services 7, 260, 78 Surplice, Materials & Parts 132,098, 08 instructual Services 10,768, 46 unpnent 10,832, 88 ad, Structures & Inprovements 2,372, 24 xed & Miscellaneous Charges 330,043,71 Total Expenditures 313,043,71	Total Funds Available	16	
Loss Professional Services 7,269,76 Syrplies, Matterials & Parts 13,2095,08 13,2095,08 International Services 10,405,42 10,405,42 International Services 10,405,42 10,407,836 International Services 11,407,836 11,407,836 International Services 11,402,65 11,402,65 International Services 11,402,65 11,402,65 International Services 11,412,65 11,412,65 <t< td=""><td>Professional Services 7,369,76 Supplies, Materials & Parts 132,095,08 ontractual Services 19,768,46 uipment 10,832,88 nd, Structures & Impovements 2,372,24 xed & Miscellaneous Charges 360,087 total Expenditures 31,304,371</td><td>Expenditures :</td><td></td><td></td></t<>	Professional Services 7,369,76 Supplies, Materials & Parts 132,095,08 ontractual Services 19,768,46 uipment 10,832,88 nd, Structures & Impovements 2,372,24 xed & Miscellaneous Charges 360,087 total Expenditures 31,304,371	Expenditures :		
16,405,42 16,405,42 16,405,42 Total Expenditures 330,043,71 10,405,42 Add: Bal. of App, to General Fund 19,59 10,577,127 1,015,06 314,078,36 11,015,06 313,043,71 Expenditures \$313,043,71 10,015,06 315,043,71 Income to General Fund 19,59 10,351,75 1,015,06 314,078,36 Sola,371 10,015,06 320,267 Transfers Food to Ruitand Colony 2,512,10 2,156,13 11,352,75 1,257,20 Net Expenditures over Income \$303,887,58 \$303,887,58 271,66 271,66 Cost per pupil per Yoark \$60,36 Cost per pupil per Yoark \$503,887,58 30,01 1,245,38 Cost per pupil per Yoark 16,35 Cost per pupil per Yoark \$60,36 Dairy Sepiles 1,412,65 Cost per pupil per Yoark 16,35 Cost per pupil per Yoark 16,35 Dairy Sepiles 1,412,65 Cost per pupil per Yoark 16,35 7,37 Cost per pupil per Yoar	nd, Structures & Improvements 2,372,24 xed & Miscellaneous Charges 360,08 Total Expenditures 313,043,71	Professional Services 7,369.78 Supplies, Materials & Parts 132,098.08 Contractual Services 19,768.46		
Dot 400-942 Add : Bal. of App. to General Fund 19,539 122727 Bal. in App. to General Fund 19,530 122737 Bal. in App. to General Fund 10,15.06 122737 1028,21 Income to General Fund 10,15.06 122737 1028,21 Income to General Fund 5313,043,71 122737 1028,21 Income to General Fund 521,17 122737 1028,21 Income to General Fund 521,17 122737 1128 10,200,42 521,17 6,644,03 121.65 11,827,90 Net Expenditures over Income 5303,887,58 1,355,75 1,365,36 Coxt per pupil per Yeant 55,78 1,355,75 1,426,56 Coxt per pupil per Yeant 55,78 1,412,65 Coxt per pupil per Yeant 55,78 - 1,412,65 Coxt per pupil per Yeant 2,63 - 1,412,65 Coxt per pupil per Yeant 2,63 - 101 1,423,58 Coxt per pupil per Yeant 2,63 - 141,265 Coxt per pupil per	16,405,42 Total Expenditures 313,043.71	nd, Structures & Improvements 2,372.24		
Light 757 (3828) Expenditures \$313,043.71 Milk 1637 (3528,71) Expenditures \$313,043.71 Milk 1637 (357,05) Transfers Food to Ruinand Colony \$6,281.76 * 20.50 Net Expenditures over Income \$6,281.76 * 21,105 2,512.40 \$2,512.40 * 271.65 Net Expenditures over Income \$60.93 * 1,353.75 1,827.90 Average number of Pupils = 454 * 1,353.75 1,55.90 Cost per pupil per Yoach 55.78 * 3,273.86 Cost per pupil per Yoach 55.78 Cost per pupil per Yoach 12.87 * 3,024.33 Cost per pupil per Yoach 12.83 Kost 2.87 * 3,024.33 Cost per pupil per Yoach 12.83 Kost 2.87 * 3,024.34 Lift 5.79 Cost per pupil per Yoach 12.83 * 3,024.34 Yeach 14.80 Yeach 12.87 * 1,147.65 South 14.80 Yeach 12.87 * 54,118.67 Cost per pupil per Xeach 12.87 Yeach 13.15	Bal, in Revolving Fund 46,101,015.06 314,0	Add : Bal. of App. to General Fund 19.59		1
202.50 First expension of Conjustical Conjustical a 271.65 1,827.90 Average number of Pupils = 454 Light of Conterprupil per Name 1,96,56 Cost per pupil per Name 566.936 Equipment 3,227.86 Cost per pupil per Name 557.93 Statistical Statisti	1037.75 (302,7.1) Expenditures \$313,0 Milk 663.9 Income to General Fund Inmates a/c 153,15 \$6,281.86 \$6,281.66 3,871.89 23,012.67 Sales a/c 154.4 362.17 2,512.10 9,1	Income to General Fund Inmates a/c 153.15 \$6,281.86 Sales a/c 154.4 <u>362.17</u> 6,644.03 Transfers Food to Rutland Colony <u>2,512.10</u> <u>9,156.13</u>	1,037.75 5,028.71 608.89 186.15	n Milk Y
1,355,75 1,827,90 Average number of Pupils = 454 Equipment 1,396,36 Cost per pupil per Year \$660,36 Equipment 3,272,86 Cost per pupil per Year \$55,78 A (01 1,254,36 Cost per pupil per Year \$12,87 A (01 1,242,86 Cost per pupil per Day 1.83 Anota 1,412,65 Cost per pupil per Day 1.83 Public sender 3,024,34 The Epress 54,118,67	202.50 271.65			
& Oli 1, 245, 38 Cost per pupil per Day L.83 Marine Specific 1, 442.05 2, 312.19 3,024.34 Profile Employee 5,4,116.67	1,353,75 1,827,90 Average number of Pupils 454 1,356,36 Cost per pupil per Year \$669,36 Equipment 3,327,86 Cost per pupil per Year \$669,36	Cost per pupil per Year \$669.36 Cost per pupil per Month 55.78	<u>1,353.75</u> 1,827.90 1,396.36 3,327.86	Equipment
	* & Oli 1_22(5,38 Cost per pupil per Day L.83 Durjs Septier 1_412.65 mena 2_312.19 3_022.434	Cost per pupil per Day 1.83	1,245.38 1,412.65 2,312.19 3.024.34	Dairy Supplies neous
	lotal Fyrance	65,806. ³		Profit From Operations

BIENNIAL REPO	ORT OF THE		DEPARTMEN
78 BRANDON STATE SCHOOL	- RUTLAND	COLONY	BRANDON
			To The Honorable Timothy C. 1
FINANCIAL OF For the Year July 1, 19	50 to June 50,		and the Board of Institutions: -
			Submi the State Sch
Income :		\$24,000.00	covered by
Appropriation			and a separate report
	4,048.75 203.00		FOREWORD: This year has been or
Professional Services	8,943.28 2.741.67		three different administratio upon the policy and program
Contractual Services -	\$15,93	36.70	ees and patients ali
Add: Transfer to App. 13. 10 Transfer to Other App.	3,00 5,01	63.30 00.00 24,000.00	Dr. Fr
Transfer to Galler of t			five ve St
	15,936.70 2,512.10 \$18,4	48.80	the gap, Ha Recess School, was appoin a Psychiatric Sector
Add: Institutional Transfers Income *	13,4	100.69	Reeks School, was appoint
Net Expenditures over Income	5,0	048.11	a Psychiato
Average number of Pupils - 20	5		
Cost per pupil per Year.	\$194.16 16.18		
Cost per pupil per Week Cost per pupil per Day	3.73 .53		this s'
* Girls' earnings (Total amou	nt of which was n	ot sent to the	PER
State Treasurer)			Thro have continued mable the loyal and capable the boah bighly compli
			are to be me.
			T als obsence of a
			In the absence of a Burlington was engaged one day each week, Dr. and employees. Under
			and employees. Under
			Burlington was under one day each week, Dr- and employees. Under administration, the pol individuals has been ou

BRANDON STATE SCHOOL

RUTLAND COLONY EMENT

o June 30, 1951

\$15,936.70

10 \$18,448.80

5,048.11

hich was not sent to the

5,000.00 24,000.00

to The Honorable Timothy C. Dale, Commissioner, of the Board of Institutions:-

Submitted herewith is the report of the activities of the Brandon Samitted bereftin is use report of the activities of the (lamino-same school for the year ending June 30, 1952). Only one year is-sared by this report as during most of the previous year of the hiera-ing the facturing was under the control of the Department of lieshin-get segment report has been submitted for that year.

FOREWORD:

This year has been one of constant change. There have been use different administrations, which could not fail to have its effect or the policy and program of the School. Changes also keep employ-inductions allow in a state of the school. es and patients alike in a state of uncertainty.

Dr. Francis W. Kelly, who had served as Superintendent for about by resigned on August 25th., to accept a position in New York Sat. At the same time, Mr. Michael Levonas, Business Manager, resigned his position.

To fill the gap, Harrison C. Greenleaf, Superintendent of the lee's School, was appointed Acting Superintendent until such time as a Psychiatric Superintendent could be located. Many of the policies still in existence, were initiated by Mr. Greenleaf.

On November 25th., Mr. Francis Needham of Brandon was magged a Assistant Superintendent, to serve as Acting Superintendent marine a Sperintendent was located. After Personel Sond examination fits position was established as Administrative Superintendent, and fits situation has continued during the balance of the year.

PERSONNEL:

Through all these changes, the Brandon State School could not her continued with as little disturbance as was evidenced without to logit and capable support and interest of its simplevers. They set to be highly complimented for their efforts on bohalf of the las-tition.

In the absence of a resident psychiatria. In, Jalus G. Coken of bilington was emposed as Consultant Psychiatris. Visites Results is day each welf, Dr. Gohen has provide reflecting the sub-sub-go for a majoreas. Under his direction, juncant reflecting the all molecular bilitations, the policy of kind, juncant results of unformate bilitations have more sub-

All department heads have proven that they are capable of the trust placed in them. Some have treamendous tasks and responsibilities, it is the greent policy to assign the responsibility of a department to its beat.

One of the first policies instituted in November was a regular One of the first policies instructed in November was a regular Staff meeting. The Staff is composed of all department heads. Steno-

Staff meeting. The Staff is composed of all department heads. Steno-gmphic reports of these meetings have been made, and a perusal of graphic reports of these meetings have neen made, and a perusal of his record indicates the great interest these individuals have in the this record indicates the great increase targets additionable have in the haitmion. All matters of policy, product and of individual patients, and a review of possible dischargees are discussed at these meetings. Dr. Coken's presence has added much to the information geneed.

Changes in personnel will be discussed in their respective departunanges in personner with the close of the year, there had been approved 101 employees for Brandon. At no time has this number been attained. There ees for Brandon. At no time has tills number been attained. There were, on one occasion, 93 employees. The fact remains that it is very difficult to fill the positions open. The turn-over of employees continued high. Forty seven resigned or were dismissed. Sixty three employees were engaged. This represents an increase of employees employees were engaged. Into represents an interance of employee during the year of sixteen. It also represents a turn-over of about 50 per cent, which is much too high for efficient and capable operation. This is not a problem that is unique to Brandon, as it is recognized in many other states.

One of the possible ways of combating this situation is the development of an employee training program. Such an idea has proven ecopriment of an ecoproper training program. Such an total and prove successful elsewhere. An employee who realizes to the full the imp-lications, responsibilities and ideals that are incumbent upon his nearment, responsibilities and ideals that are incomment upon a position, is often a more willing and faithful worker. The adminis-tration is at present working on the development of such a training program, and it is essential that it be begun in the near future.

A tribute must be paid to the employees as a group. They are the ones who come face to face with the problems, day after day. Without them, the School and the second seco them, the School could not maintain itself.

APPROPRIATION

The appropriation for this year amounted to \$340,260.00 To this use appropriation for this year amounted to \$340,250.00 for any was added a special appropriation of \$39,000.00 to cover the pay increase voted during the last legislative session. It was found are cessary to make any other than the set of these constraints of the set of these constraints and the set of these constraints are the set of these constraints and the set of these constraints are the set of these constraints and the set of these constraints are the set of these constraints are the set of these constraints are the set of the cessary to make many transfers in the appropriation, most of these coming from equipment to other classifications. This meant that all of the equipment provided for was not purchased, the money being used clashers.

Near the end of the year, it was realized that we were going to be short of funds. A transfer from the Rutland Colony appropriation of

\$6,000.00 was made. All of this was \$6,000.00 was made. All of this was balance of \$4,269.58 was returned to the

MAINTENANCE AND REPAIR

from a roo

Superint

To this department falls the lot of ke dition. This entails ordinary repairs, a dition. If its entails ordinary re trician, carpenter and painter, grounds, as well as to charge of the depart for thirteen years

nursery patients, a hennery and p adjustments to the electrical syste itories.

Other accomplishments of the m

Laying 500 feet of new sidewa Re-surfacing and tarring 3800 Repair of the old ice house

Rebuilding the incinerator. Insulation and repairing the fou

and the track

DEPARTMEN. OF INSTITUTIONS

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interference in Transmission man a single protocol of All dependences: Security, Sales application for the matching and a security of interest forces and contractional patients (Allow are force-matching) patients (Allow are force-matching) patients (Allow are force-matching patients).

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of combating this situation is the device program. Such as idea has prevent ployee who realizes to the hull the implicit of the interployee who realizes to the hull the implicit of the second sec

the employees as a group. They are the with the problems, day after day. Without intain itself.

s year amounted to \$340,250,00 To this ritation of \$39,000,00 to cover the pay is legislative session. It was found neders in the appropriation, most of these her classifications, meant that all for was worked to be a set of the set of the for was worked to be a set of the set of the set of the for was worked to be a set of the set of th

it was to

\$6,000.00 was made. All of this was not used, as an unexpended balance of \$4,269.58 was returned to the State at the close of the year.

MAINTENANCE AND REPAIR:

To this department falls the lot of keeping the property in good comdition. This estable onlineary repairs, as done to the buildings, letparting carpenter and painter. It also includes the planters, sideparted, as well as to apply heat and starm to the buildings. In charge of the department is Leon V. New, who has been at Bandon for thirten years.

The major project during the year was the renovation of the Cottage from a rooming accommodation to a residence for the Administrative Superintendent. This was done by our own labor and called for a comalete remodeling of the interior of the building.

Fire struck twice during the year. A section of electric cable near Domitory A was destroyed. It was fortunate that new cable had previonsly been laid, so that repair was easily made.

The cow barn was damaged by fire to the extent of \$1,000.00; destroying a small portion of the roof and damaging part of the exterior walls. The loss was covered by insumnce, and repairs have already been made.

Construction was begun on the sevence disposal plant authorized by the legislature and supervised by the Building Council. In late full it was felt that the quick smaller countered rande it necessary to postpone activities until Spring. Work's now in progress, and it is expected that it will be completed by fall.

The Building Council and Board of Institutions held a juint mesing at Brandon to discuss the building aceds of the Institution. Formost among these are an ada to building accommodations for agriculture of the second of the second of the backry, agriculture of the dectrical system, and repairs in most of the domtories.

Other accomplishments of the maintenance department were:

Laying 500 feet of new sidewalk. Re-surfacing and maring 3800 feet of driveway. Repair of the old ice house for use as stomge of building

naterials, Rebuilding the incinerator. Painting the boiler house pump room. Completion of repairs at Domitory A Painting the Superintendent's residence. Insulation and repairing the foundation at the Farm Manager's

residence. Repairs to the piggery. Repairs to the foundation and a new porch at the Main House.

EDUCATIONAL:

A change in the personnel in this department occurred when Mrs. A change in the personnel on January 4th as Principal and Payeks-Josephine Gray resigned on January 4th as Principal at the School might metrist. It was first that the position of Principal at the School might well be replaced use of the noestion was into over omitting the principal well be replaced use of the noestion was into over omitting the principal state of the well be replaced by the automation was in no way equitable. With that the combination of the positions was an no way equitable. With that in mind, Miss Katherine Burt was appointed Chairman of the Edg-cational group, which consisted of one more classroom teacher and an occupational therapist. This experiment of group co-operation worked out most satisfactorily.

The school year consisted of 181 days, and there were 83 boys and girls receiving instruction. Each classroom was considerably over-loaded. Provision was made in all classes for recreation periods.

A survey of the school was made in November by Max Barrows of the State Board of Education, and Miss Addie Maynard and Miss Jennie Allingham, helping teachers.

The school did its part to provide for the training and happiness of the patients. During the holiday season most of the entertainment was furnished by this department. The Older Girls' Glee Club presented a play, among other programs.

In April, the Girls' Glee Club, under the direction of Mrs. Mary Tumer, presented an entertainment to which the public was invited.

Mrs. Fuller, OT instructor, began a schedule of visiting the domitories, particularly to the lower grade group. This program consisted of rhythm games, sense training, and speech training.

The school cooperated extensively with the Volunteer Recreation Aides from Middlebury College.

One of the great needs was that of another classroom teacher, so that more individuals could be reached, and more individual atten-tion given them. Mrs. Olive Baldwin has been engaged for the coming year, and it will be possible to make a division of Primary, Inter-mediate, and Advanced Groups. This expansion in the school program should be most beneficial.

CHAPLAINS:

The religious activities of the School were faithfully discharged by Father Dermot Cosgrove, Catholic, and Reverend Bowen Shattuck,

Protestant, chaplains. They hav ees and patients alike.

The regular religious progn both faiths, on Friday, regular i of special religious events.

hurches and in their a

At Christmas, the chr It is interesting to note the donated by the public for the

It also showed that during None of these came between occurred between 7:00 P. M. an

There was one epidemic of weeks, restricting movement

IEL REPORT OF THE

and a new porch at the Main House.

in this department occurred when he in this department occurred when he, January 4th as Principal and Payes, osition of Principal at the School might bsition of Principal at the School might ion of another classroom teacher, an isition was in no way equitable. We sition was in no way equitable. We art was appointed Chairman of the East rt was appointed Chairman of the Edu-of one more classroom teacher and a speriment of group co-operation works

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protestant, chaplains. They have both been an inspiration to employes and patients alike.

The regular religious program consists of religious classes for The regular religious program consists of religious classes for hoth faiths, on Friday, regular Sunday services, and the celebration of special religious events.

During the year the chaplains were encouraged to visit the child-During me year the only and to partake of their noon meal at the School ren in the dormitories and to partake of their noon meal at the School so that they might mingle with the employees. On several occasions so that they might have been the guest of the chaplains at their churches and in their homes.

At Christmas, the chaplains sponsored a party for the children. It is interesting to note that a fund has already been accumulated, donated by the public, for the support of this party next year.

The chaplains have been unfailing in their duties, and have provided much inspiration in helping the patients to develop a sense of

MEDICAL:

The medical needs of the patients are cared for by Dr. J. Seeley Estabrook of Brandon. Dr. Estabrook pays a daily visit to the School, and is on call at any time. It might be pointed out that this is equal to, if not superior to, the medical attention afforded the average family.

The nursing department, acting upon the advice and prescription of the physician, care for most of the needs of the patients. Mrs. Ruth Wheeler, K. N., Head Nurse, was, during the year, joined by Mrs. Joyce Brousseau, R. N. The addition of the second nurse has made it possible for each dormitory to be visited twice a day by a nurse, which has proven most satisfactory.

During the month of May, 1952 a survey was conducted of the nursing department. This showed the following results:

Patients seen in the Dispensary Patients seen in the Dormitories	1, 18
Accidents and emergencies	

It also showed that during the month there were 20 might calls. None of these came between 1:00 A. M. and 7:00 A. M. Most of them occurred between 7:00 P. M. and 11:00 P. M.

There was one epidemic of any proportion. During February there, were 132 cases of grippe or flag, which was common throughout the State. The institution away placed on a partial quarantic for Weeks, restricting movement between domitories and recreational

activities.

In October and November of 1951, there were 32 cases of gastrointestinal upset or virus, and in December, five cases of chicken pox.

The hospitalization experience during the year was much heavier than usual. This would seem to indicate that past experience was fuleow average, and that with the present population it must be expected that the incidence of hospitalization will be greater. This is one expenditure that cannot be controlled. When a child is attricken with appendicitis, for example, there is nothing to do but take care of it. He simation of the past year is best illustrated by the fact that the appropriation allowed \$400.00 for care of persons, and its actual cost was \$2,776. If

Lauses of hospitalization were the following:

Laparatomy and colostomy Dematitis pyoderma Scrotal hernia Appendectomy Hysterectomy Meningitis Stomach Abacess Cellalitis of face; circumcision

Dental care was provided by Dr. George T. Norton and Niss Caritine Pheips, Dental Hygieniat, both of Renadon. There is much issuffiable pride on the part of the dentist in the condition of the patients' teeth. During the year, the dentist treated 290 patients, including some plate work, extractions, etc. The hygienisis treated 240 patients, including such things as cleanings and diagnosis.

There were ten deaths during the year, caused by the following:

Hypostatic pneumonia		
Hypostatic pneumonia, with a contributing cause of Chronic Myocarditis		
Status Epiloration Status	3	
	2	
	1	
Acute Dilation of It	1	
	1	
Accidental	1	
Accidental - truck accident victim	1	

All told, in a community of 500 individuals, it would seem that their physical welfare is well provided for.



PSYCHIATRIC DEPARTMENT

As stated previously, the for most of the year been care School one day each week, sultation. With his patient problem, Dr. Cohen has a gram. He has set the that the individuals in of the maintained. The bis mind, which is as

A method of referany employee, face considered by D that problem situation factor

during the month of July

OCIAL

The Social Cervice Depa tric Social Worker, Mr. Raymon tremendously during the yearus to request an additional soc ition will be held very shortly.

The growth of his duties in beginning of the year there were while at the end of the year this that arise between visits. The was very small, 5 having to 1 been placed. It should not be tutional living, it might be diff the adjustment. The fact that a quality of the guidance afforded

PSYCHIATRIC DEPARTMENT:

As stated previously, the psychiatric needs of the patients have for most of the year been aread for by Dr. Cohen, who has visited the School one day each week, and has been available for special conellation. With his patient understanding and deep sympaty for the problem, Dr. Cohen has added provedly to the effectiveness of the program, individuals in our care are human beings, and bot needy wards has be maintained. The welfare of the patient is always uppermost in the midd, which is as at should be.

A method of referring cases to him has been developed, whereby any employed and the problem, can ask that such problem be cased by Dr. Cohen. All other employees having contact with any problem are asked to comment upon it, so that all aspects of the impution are contained in one report. This has worked out most satisfactorily.

Psychological testing of patients has been sadly neglected. Since the departure of Mrs. Gray, there has been no program of testing. As the situation developed it was decided that the need was for a Clicical Psychologist, who, with his kroader knowledge, could do not only the testing but lasso could interpret the results of his interview and make recommendations from his findings. We are happy to state the auch a Clicical Psychologist has been engaged and is to begin his duries during the month of July. It is felt that our entire program will benefit from his psychologist.

SOCIAL SERVICE:

The Social Service Department is composed of one Psychiatric Social Worker, Mr. Raymond Malcaly. If a dation have increased treenedously during the year. As a result, it has been necessary for us to request an additional social worker, and interviews for that postion will be held very shortly.

The growth of his duties is clearly shown by the fact that at the beginning of the year there were 20 on continuous discharge placement, while a the end of the year case a month, in additions to the situations that arise between visits. The percentage of failures in this plant was very small. S having to be returned to the Visit of the plant been placed. It should not be supprising that, and the years that arise between visits. The percentage that we have a very small, it might be difficult of them do is and grins to make the adjustment. The fact that most of a sconnent upon the guilty of the guidance afforded liem by Mc Malcahy.

novided by Dr. George T. Man. Hygienist, both of Brands. Ben part of the desist in the summer the year, the desist rund Ju-K, extractions, etc. The hydroth things as cleanings astronom the things as cleanings astronom during the year, caused by the false with a contributing dittis

seem to indicate

ple, there is nothin ast year is best ill \$400,00 for care of

alization were the following

rcumcision

ent victim of 500 individuals, it would see rovided for.

All conditional discharges are passed upon by the Board of Mental Health at their monthly meeting at the School, as well as constant vigilance by the Board on the progress of the program.

Most placements are made in the field of domestic help for the girls and faming for the boys. A suitable contact was made the boys Mulcady with the Vocationit is phasing that the boys of the subst of broadening the possing one boy to barbering school, another to be given mechanical imming. One girl is being given some fundements taining in our own office in the hopes that this field might be opened uning in the own office in the hopes that this field might be opened to be and the substantian of the substantian substantian of the substantiant of the subst

The ultimate goal of this program is the complete discharge of an individual, individual, the or whe has been rehabilitated as an existence and during the year. This also must be the individual of value of the during the year. This also must be the individual of value of the Brandon State School to the State of Vermont. Every individual returned to society is of values, not only as a future citizen of Vermont, but as a reward for the time, effort and money experby the people of Vermont towards his welfare.

Another duty has recently been added to the Social Work crowled calendar. A detailed process of handling applications for admission has been developed, one step of which requires the Social Worker to make a pre-admission investigation. This entails additional work, but has proven to be of great value to all concerned.

It is to be hoped that we will be able to continue the program of placement, although it is doubtful that it can be continued at the rapid pace evident during the past year.

One of the problems facing the program is that the State perhaps offers cheap labor in placing these individuals. The standard salary is set at \$35,00 per mount although some have proven themselves worthy of increases in pay. There are many thoughts to be considered, all of which cannot be discussed in this report. But a few are worthy of mention.

There is no doubt in our minds but that some of the requests for a boy on a fam, sample, are made on the basis of hiring a fam hand at a low rate of pay. But is that fact as damaging as it might asking for a boy are (Consider these three points: () All hones are provided by a set of the boy. If they mast meet certain rejected. This is a subject is acted upon by the Board of Mental Health; (2) The heaving that is acted upon by the Board of Mental reset. The transition fram go only so far in its socializing process. The transition fram institutional living to the freedom of society is lo frain a section family and section an unknowe (the section of money). They become we leave off, and a great hem. These frains fact of provide it would

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and cream throughout the return, the land at Pittsfe stock.

The program of land reclaimed at a cost of \$7 devoted to potatoes. Man the lime program, as well

The farm faces many p will demand more product land. Building conditions in the new cow barn, the room for silage, etc., must the farm on an eight hour months.

etic help for the ol, another to be might he opened

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o be considered,

he requests for a ging as it might (1) All homes

is no great for the boy to han. Thus these homes provide a bridge for the boy to cross from one situation to the other; (3) It must be realized that in addition to the cash salary, board and room is also finished, which must be valued at at least sity dollars a month. maked, which must be valued at at least sixty dollars a mostles, like, a person receiving a low sammes an endines responsibility for the same second state of the same second state of the same transformer and the same second state of the same second state and a great deal of the low's success in dependent spon acc. These facts, in my mind, would seem to outweigh the single state of providing closel about 1 am not so sure that it is as chengen at of providing closel places. The most so sure that it is not chengen to be a supersonance of the same second second

As a means of preparing persons for discharge, Mr. Mulcahy has As a means of preparing persons for discharge, Wr. Mulcaly has also conducted a Social Devolopment Class once a week, in the groups are placed the boys and grifs who seem to be the most hop conducts for placement. Here they are tangith the various appro-like spoten to the groups, including clergymen, legal officers, members of the various professions.

FARM:

This year was the 20th anniversary of employment at Brandon for Ins year was use your anniversary of empoyment at pranobility of the second sec with a butter fat of 433 lbs.

The production of the farm is a valuable asset to the Institution, as well as being an excellent training ground for the boys at the School.

The Vermont Sanatorium in Pittsford has been supplied with milk and cream throughout the year, all of the milk being pasteurized. In return, the land at Pittsford has been used as pasture for the young stock

The program of land improvement was continued, 14 acres being reclaimed at a cost of 375400 Much of this new acreage has been devoted to potatoes. Many overnametal agencies are used, acres Be line program, as well as the Dairy Herd Improvement Association.

The farm faces many problems. The growth of the institution will will demand more production, weating in a need for more useable land. Building conditions are in the piggery hemory, the sweating in the new cow hem, that here of for more hay atomge faelilities, more from for singe, etch more a solved. The require faelilities, more them for singe, etch hour day is a terrific problem during the summer months.

There has been little incidence of stock disease. A few hogs There has been fittle incidence of subcc distance. A few hogs were lost, as were a greater number of chickens. The dary herd was almost entirely immune from such prohibe hors. "Captain", a bull owned by R. P. Hood, was leased to maintain benching here darg of the herd at its by R. P. Hood, was reased to maintain them here darg of the herd at its by R. P. Hood, was reased to maintain them here darg of the herd at its by R. P. Hood, was reased to maintain them here darg of the herd at its by R. P. Hood, was reased to maintain them here darg of the herd at its by R. P. Hood, was reased to maintain them here darg of the herd at its by R. P. Hood, was reased to maintain the here darg of the here dar by H. 1. flood, was leased to maintain the breeding of the bend at its peak. A great deal of artificial breeding has been used, and has proven guite satisfactory.

The report of the farm, found at the end of this report, shows plain-ly the accomplishments of this department.

WAREHOUSE:

One of the central, and least glorified, departments of the insti-One of the central, and least givinities, departments of the mat-tution is the warehouse, watched over by Mr. Scott Hanmond. Here enginance the orders for all educates, literally from soup to nuts. Here must be maintained a sub-theorem, literally from ments notice, supply any acid of the maintain. With the excellent cooperation of the any need of the institution. With the excellent cooperation of the Purchasing Department, this requirement is effectively managed. The returning separations are requirement are constructively managed. The centing and curing of means, the disposed of waste materials, the pre-paration of lood for the kitchen, and supplies for the domitories are all part of the activities of this busy unit.

RECREATION:

One of the greatest expansions during the year was in the field of recreational activity. I feel that the need for this expansion can best be summed up by a statement made by Dr. Cohen - that the same energy that is used to throw a stone through a window can be directed to throw a baseball into a catcher's mit. This thought carries with it not only the release of energy which is a natural need of every human, but it also suggests the development of attitudes of team work, of fair play, of following directions. It also implies that we, who associate with these children, must play with them as well as work with them-

The expansion began when Mr. Greenleaf engaged Mr. Alvah Holmes as Part-time Recreational Instructor. Mr. Holmes was at Brandon before, and has an inbom knack of getting along with boys and girls. During the winter, basketball equipment was installed and was constantly in use. The boys' team progressed to the point that three games were played with outside teams. Twenty boys and girls were taken to witness a local high school game.

With the advent of good weather, softball has been the game. All groups that are able have their turn at the ball field. The boys' team has played Weeks' School twice, and the girls' team has played the last employed. lady employees.

Dormitory personnel have been encouraged to initiate activity in their groups, such as walks and indoor games. A full-time recreation DEPARTMENT

instructor has been engaged for ground activities arranged.

Moving pictures are a Boy Scout and a Gir a Boy Scout and a on having a committee co groups have contributed School band, a

The Holmes, once at

packer

Throughout the year t terest and support. Many used Christmas cards to a for the purchase of a rhyth the fall. A fund was started has proven of value in ma each have been deposited i and many phonographs are ex

Considerable activity effort to reach those who can

All holidays have bee party, complete with prizes, tines Day. One of the favo once a month all dormitories back roads in the area.

Other interesting recre Other interesting recre-for the boys' and girls' has Festival parade in Burlingty Vermont Society of Mental I

instructor has been engaged for the summer, and a program of playground activities arranged.

Moving pictures are above to the entire group every Sanday. Both a Boy a committee composed of latites from Boyognical, the latter horizon have contributed to our pleasare, notability the Birnshow High School hand, a group from S. Michael's College, a Giff Scont troop (Ratiand, and the pupils of Lawrence Contemposite of Rutand, and

The boys produced a minstrel show, written and directed by Mr. Holess, which met with huge success. It was produced several times, ance at Vergennes, once at Hristol, and once at Brandon before a packed house of local people. This had untoid value, both to the boys, and in creating a favorable public reaction.

The advant of a volunteer recreation program was one of the ouptanding events of the year. The social work class of Middlebury Callege, Mr. Harold Parker, Instructor, offered their services on a winterer basis. From February to May, six of these students made from the service of the service of the service of the service reaction to this project was so favorable that it is planed to start a more extensive volunteer program in the fall with this group.

Local participation in the activities of the School, which can prove to be so valuable, had a slight origin when the Girl Scout troop committee was made up of five ladies from Brandon.

Throughout the year there appeared to be a growth of public interest and support. Many contributions were received, majing from used Christmas cards to actual dollars. One contribution was made for the purchase of a rhythm band unit, which will be put into use in the fail. A fund was started for the purchase of a television set, which has proven of value in many institutions. Two domations of \$25.00 each have been deposited in this fund. Every domitory has its radio and many phonographs are accutanged among the isaliangs.

Considerable activity has been taken to the dormitories in an effort to reach those who cannot get into outdoor programs.

All holidays have been recognized. A very successful Bingo party, complete with prizes, for both hoys and girls was held on Valestime Day. One of the favorite activities is that of truck rides. About acce a month all dormitories are given a ride for about an hour over the back mong in the area.

Other interesting recreational activities included a formal banquet for the boyst and gridt' hankethall teams; taking 70 to see the Maric Festival parade in Barlingon; an exhibit at the annual meeting of the Vermont Society of Mental Health; Pre-Memorial Day exercises; taking

the year was in the full, for this expansion rates Cohen - that the same are window can be directly this thought carries with atural need of every han indees of team work, this ies that we, who assed us well as work with its

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enleaf engaged Mr. Ju Mr. Holmes was at he tting along with bys ent was installed at w ed to the point that he enty boys and girs re

has been the gant. I field. The boys w is' team has played a

a group to the Brandon Memorial Day parade; picnics; track rides; etc.

The expansion of the recreation program has also expanded as problems. But how well we know that the more we do, the more peblems we will have. The value of this program has been proven, as only at Brandon, but also in other institutions.

DORMITORIES:

The largest department is that supervised by the General Matter, Mrs. Beulah Tiemey. More than 50 per cent of the employees are in this department, and it has more constant contact with the paintes, than any other. It is most efficiently and humanely operated by the General Mattora.

Housekeeping, clothing, preparation of food, laundry, dietary, and minor discipline fall under its jurisdiction.

The housekeeping in the dormitories remains on a high level. Many of the buildings show a need for interior repairs and decorations to make them as home like as possible.

Clothing almost 500 boys and girls is a large and expensive pogram. At present much clothing is furnished by interested parties. If that situation should stop, we will be faced with a tremendous adtion to our duties and to our cost.

Throughout the year, the dietary has been reviewed and examined by Miss Van Cleft of the Department of Public Health. Her reports have shown that the diet has been sufficient in quantity and in the component parts of a balanced diet.

This department, more than any other, is affected by the miltumover of employees. The type of work, the inskilling of some to sense the implications of their work, the lack of training and the miand out of the domnitories. No consistency in policy can be mainner with this movement. These employees perform the dictates of the administration, and that policy is no better than the way it is camelout in the domnitories. Continuity of employment is one of the requisites of an effective policy.

POPULATION:

The population at Brandon was about the same at the close of the years as the start. The charagement will show that this summant is deceiving. Forty two near intermining have been accomplianbut to offset this has been the great movement of individuals are other situations. It is to be expected that another year will accomgeniter increase in the populations at Brandon, and a leaser amount BILAND COLONY: We Atherine Dolan, in J. We Atherine Intrieth yes a say accelerated program a say accelerated program a say accelerated program and any two goes on a second year and a say and a say accelerated program and a say a

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It replace the old method of c into the Colony, a charge for boar itsed upon the actual cost of sucding selle, and progresses in amo

It is five months of operation, in mislactory. There are, and al in, ut such are also present in this

In purpose of the Colony is to presimilation. At Brandon, we be a standard present the standard present basis of experience, more personals basis of experience, more personals in the standard present the standard in purpose at the standard present the standard in the standard present the standard present standard present the standard presen

mest opinion that such

lation of the Tay, to have

activity in the Colony and discharge programs,

RUTLAND COLONY:

Miss Katherine Dolan, in her twenty second year as Matron of the Colony, and her thirtieth year of employment with the State, has seen many changes during the year.

A greatly accelerated program of placing girls took place, as shown in the population table. Many girls, who have spent long years at the Colony, have gone on to a placement status. This has resulted in a drain of the material available to maintain the Colony program, and resulted, in April, in a decision to stop removals until the Colony population could be built up to its capacity.

In February, with the cooperation of the Auditor of Accounts, a new system of handling the girls' earnings was started. A aliding calle of wages was developed, running from 254 to 756 per bour. The longer a girl is trained at the Coloxy, the more she should be able to demand for her arer/cea. The calle of wages is dependent upon the length of time a girl has been at the Colony.

To replace the old method of crediting a part of the girl's earn ings to the Colony, a charge for board and room was developed. This is lased upon the actual cost of such items as food, etc. It is also a liking scale, and progresses in amount as the girl's wages increase.

In its five months of operation, this system has seemed to be very satisfactory. There are, and always will be exceptions to any rule, and such are also present in this case.

The purpose of the Colony is to act as a "finishing school" for The purpose of the Colony is to act as a "finishing school" for the parent institution. At Brandon, we can offer a girl a limited train-ing. The Colony program should pick up from there, and through great-er freedom of experience, more personal attention, and the development of accesser label. recount or capterence, more periods attention, and the acvelopment of personal habits and the realization of social responsibilities, the Colony serves as a kridge from Brandon to Conditional Discharge. The fact that many of its girls have made a superb adjustment to society proves the value of such a plan.

It is the current opicion that such training should be secondliked in at least three years. The ideal program, which is the part is the ion, is to bring the population of the Colory will at Brandon ready to see into her spot. That is the goal toward which we are similar.

It will be noted that some girls have had to be returned to Brandon. It will be noted that some girls have had to be retained to preadout. This is always a discouraging and disturbing situation. But it must be remembered that it is impossible to be right all of the time, and some of these roturns must be expected.

and to our cost year, the dietary has been miemis of the Department of Public Beili is e diet has been sufficient in quite

at much clothing is funished in the

ing in the domitories reaso gs show a need for interior spin me like as possible. ost 500 boys and girls is a large also

more than any other, is effected by s. The type of work, the manity of s of their work, the lack of mining These employees perform the de

Physically, the property of the Colony is in excellent condition. The major improvement furing the year was the installation of a fin-encyme inon the second floor. The harm is in a dilapidated condition and will need to have some attention.

THE FUTURE:

The rotate. The needs and problems of the Brandon State School are numerous. New buildings, removation of existing buildings, new equipment and facilities, editional personnel, training of personnel, between pale relations, additional personnel, training of personnel, between pale relations have been, and will be, I am sure, properly handling pale. It has been my intention rather, to pairt a picture of the Brandon arise. School as it now exists. With this picture clearly is mind, our State. needs will be evident as they are presented.

To you, Commissioner Dale, and to Mr. Burton N. Sisco, Deputy Commissioner, to the various departments in Montpelier, to Dr. Cokes, to the members of the Board of Institutions and the Board of Mesai to the memory of the yound or particulture and the Sound of Meal Health, and to the loyal anyphyses as Brandon, I would like to extent my sincere thanks for your interest and cooperation. Without it, it would have been impossible to step into the situation at Brandon, and to have accountlinked anything.

Respectfully submitted,

Francis E. Needham Administrative Superintendent

Brandon State Males

Rutland Co

620

Mental Classification According to Age as of June 30, 1952

	Idi	iot	Imbe	cile	Mo			erline	10	F.	
Age	М.	F.	м.	F.	М.	F.	<u>M</u> .	F.	<u>M.</u>	-	
0-10	8	10	10	5	2	2		1	20	18 67	
10 - 20	23	13	38	26	45	27	5	1	111	59	
20-30	15	8	27	29	13	22	1		56 29	53	
30-40	5	7	23	31	1	14			11	39	
40-50	3	3	7	31	1	4		1	11	8	
50-60	1		1	7		1		_	-	-	
Total	55	41	106	129	62	70	6	4	229	244	

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MEXATAL REPORT OF THE sport improvement day of the from the system of the				
from improvem propert	and the second se			
need to becond during the Col.				
An end of the same	DEPARTMENT OF IN			8
teels and problems of the Bandon Sate Sate Sate dings, renovation of existing to state Sate Sate additional Personal Arithmetic Sate Sate Sate additional Personal Arithmetic Sate Sate Sate ave been, and will be I am Sate Sate Sate Sate as been want will be I am Sate Sate Sate Sate Sate Sate Sate Sate Sate Sate Sate Sate	MOVEMENT OF PO	PULATION		
cange, see problems of the Brandon Sate Sciences, additional personnel, building buildings and the see all goals toward which we should make the saw been, and will be a should make the saw been, and will be a start the should be as been with the same problem should all as it now exists. With it built as should be be evident as the same problem should be be evident as should be should be should be be evident as should be should be should be should be be evident as should be should be should be should be be evident as should be should be should be should be be evident as should be should be should be should be should be be should be should be should be should be should be should be be should be should be should be should be should be should be be should be should be should be should be should be should be be should be should be should be should be should be should be be should be should be should be should be should be should be be should be sh		July 1, 1951	June 30, 195	2
are all goals townel, train building	Brandon State School -	225		
are all that personnel, this is a ball that have been and the share of	Females	249	229 244	
of as it now exists	Conditional Discharge -			
	Males Females	14 6	25 20	
Commissioner Dale	Rutland Colony -			
er, to the various departments in Monhelier, blue bers of the Board of Institutions and the M	Females	26		
		520	538	
been impossible interest and cooperation militian				
mplished anything.	and the second of the second second	-	Male Femal	<u>e</u>
Respectfully submitted,	Admissions during the year Deaths during the year		31 11 6 4	
respectant summe,	Transfers to Vermont State Hospital Transfers to the Rutland Colony		3 2 7	
	Conditional Discharges from the School Conditional Discharges from the Colony		17 5 12	
Francis E. Needhan Administrative Superintesis	Revocations of Conditional Discharges Complete Discharges from the School		4 1.	
	Complete Discharges from Conditional I Returned to the School from the Colony	lischarge	2 2 2	
<u> ଜୟିନ</u>	* Returned to the Colony.			
of June 30, 1952				
ssification According to Age as of June 30, 1951				
I-becile Moron Borderine M. F.				
HOL M F. M 20 IS				
F. iii 0 5 2 2 1 111 6 95 10 10 10 20 2 5 1 111 6 95 10 10 20 20 15 22 7 1 20 95 10 10 20 20 15 22 7 1 20 95 10 10 20 20 13 12 24 95 10 10 22 27 29 11 11 21 28 10 10 27 29 11 11 21 28 10 10 27 29 11 11 21 28 10 10 21				
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96 REANDON STATE SCH	L STATEMEN	AND COLON	NΥ		
Incens : Reconstructions Free reconstructions Reconstr	\$ 1,287.94 3,200.23	\$ 4,866.61 5,360.06 4,488.17 2,685.38 17,400.22 6,000.00 2,594.78	\$25,995.00	C E C	vermo