

THE WOODROW WILSON REHABILITATION CENTER

**REPORT OF
THE COMMISSION TO STUDY
THE WOODROW WILSON REHABILITATION CENTER
to
THE GOVERNOR
and
THE GENERAL ASSEMBLY OF VIRGINIA**



S. D. 4, 1964

**COMMONWEALTH OF VIRGINIA
Department of Purchases and Supply
RICHMOND
1968**

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FOREWORD
WOODROW WILSON REHABILITATION CENTER
HISTORY—PROGRAM—NEEDS
A SUMMARY

1. The Woodrow Wilson Rehabilitation Center has been in existence for more than 15 years.
2. Many of the people it has served have been taken from the welfare rolls and restored to a productive status; others who have been released from mental hospitals have been taught by the Center to earn a living; many others who have been aided have been kept from becoming public charges.
3. Without regard to humanitarian considerations, the Center has proved a good investment for the State of Virginia from a business standpoint.
4. It operates to rehabilitate and restore to a productive and self-supporting status persons who are unable to earn a living by reason of accident, disease, mental illness or other condition.
5. It has served 9,856 individuals; of this number 87% have been able, after leaving the Center, to earn, in whole or in part, their own living.
6. The Center is unique in Virginia; it was the first of its kind in the nation and there are only five other facilities like it in the United States.
7. With the exception of some capital outlays including the recent appropriation for a building, the State has not supported the Center but has assisted it by channeling rehabilitation cases to the Center and paying for their care.
8. The General Assembly should make plain its intent to provide adequate funds to assure the continuity of the program of the Center.

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TO
THE GOVERNOR AND THE GENERAL ASSEMBLY OF VIRGINIA
Richmond, Virginia, September 5, 1963.

To:

HONORABLE A. S. HARRISON, JR., *Governor of Virginia*

and

THE GENERAL ASSEMBLY OF VIRGINIA

In November, 1947, the Woodrow Wilson Rehabilitation Center began its operations in buildings near Fishersville, Virginia, which had been constructed as the Woodrow Wilson General Hospital during World War II but which has been abandoned by the federal government and donated to the Commonwealth of Virginia. The Center had merely a skeleton staff and one student. Such vocational training as it was able to provide was furnished by the Augusta County Technical School which is located on a portion of the original Woodrow Wilson General Hospital tract of 229 acres.

From this meager beginning the Center has developed until it now has a capacity of over 400 students and has reached a point in its development where it can aid more than 1,000 persons a year. All of this has been accomplished without any direct appropriation from the State or the federal government although, during the period from 1952 to 1962 about \$193,000 was allocated to the Center for capital outlay purposes, principally replacement of worn out equipment and repairs to the rapidly deteriorating buildings.

During the study of the overall State program for capital outlay expenditures for the period 1962-1968 the Woodrow Wilson Rehabilitation Center filed with the Commission on State Capital Outlays and Means of Financing a request for approximately \$550,000 for capital outlays looking toward meeting short-term needs of the institution. Subsequently it filed a substitute request which envisioned a long-range program involving more than \$7,000,000 to be derived partly from private sources, partly from Hill-Burton Funds, and partly from State appropriations. Concerning this request the Commission had this to say in its report: "This approach was based on the belief that the old structures were deteriorating at such a rate as in time to make repair and maintenance costs excessive. The Commission was inclined to agree in principal but was not convinced of the existence of an emergency, and reached the conclusion that the proposal had not been sufficiently developed for present decision. Therefore no action was taken on either the original or the substitute request."

The 1962 Session of the General Assembly nevertheless made an appropriation to the Center of \$275,000 for a student dormitory and equipment. The Assembly felt, however, that more information as to the Center should be available and adopted the following resolution calling for a study of the Center:

SENATE JOINT RESOLUTION NO. 4

Creating a commission to study the Woodrow Wilson Rehabilitation Center.

Whereas, the Woodrow Wilson Rehabilitation Center is a unique institution, rendering services provided by no other agency of the State; and

Whereas, it is proper that an examination be made of the operations of the Woodrow Wilson Rehabilitation Center to the end that the General Assembly may take such further action relating thereto as appears appropriate, now, therefore, be it

Resolved by the Senate, the House of Delegates concurring, that a commission is hereby created to make a study and report upon the facilities, equipment, operations, program, activities, and all other matters relating to the Woodrow Wilson Rehabilitation Center. The commission shall be composed of nine members, of whom two shall be appointed by the President of the Senate from the membership thereof, four shall be appointed by the Speaker of the House of Delegates from the membership thereof and three shall be appointed by the Governor from the State at large; the officials having the power to make such appointments are requested to make the same within fifteen days of the passage of this resolution in order that the commission may complete its work within the time prescribed herein. All agencies of the State shall assist the commission in its study. The commission may employ and pay persons with such technical skills as may be required. The members of the commission shall receive no compensation for their services but shall be paid their necessary expenses for which, and for such secretarial, technical, and other assistance as the commission may require, there is hereby appropriated the sum of fifteen hundred dollars to be paid from the Contingent Fund of the General Assembly. The commission shall begin its study as soon as may be and shall conclude its study and make its report to the Governor and General Assembly not later than January one, nineteen hundred sixty-three; the commission shall set forth in its report such findings and recommendations concerning Woodrow Wilson Rehabilitation Center as it deems appropriate.

An emergency exists and this resolution is in force from its passage.

Pursuant to this resolution the President of the Senate appointed from the membership of that body J. D. Hagood of Clover and J. Hubert Wheeler of Ewing; the Speaker of the House of Delegates appointed the following members of the House of Delegates: Harold H. Dervishian, Richmond, Charles D. Price, Stanley, W. C. Thompson, Chatham, and Nelson R. Thurman, Vinton. The Governor appointed Edward P. Berlin, Jr., of Waynesboro, Mrs. Curry Carter of Fishersville and W. Harry Schwarzschild, Jr. of Richmond as members of the Commission.

The Commission organized by electing Mrs. Carter as Chairman and Dr. Hagood as Vice-Chairman. John B. Boatwright, Jr. and G. M. Lapsley served as Secretary and Recording Secretary, respectively, to the Commission.

The Commission made inspections of and developed architectural and engineering information concerning the physical plant of the Center. It observed the day to day operations of the Center and saw at first hand the kind of services which it is able to render handicapped people looking toward their taking their places as productive members of society. It consulted with those having special knowledge of the problems involved

in the field of rehabilitation and the results which the Center has been able to attain. Based upon all of the information which it has been able to develop, the Commission now submits its report.

Findings and Recommendations

1. The Woodrow Wilson Rehabilitation Center has helped many of the most severely handicapped citizens of Virginia immeasurably by restoring them to a self-supporting status. It has provided new hope and opportunity for thousands of people in every walk of life who without it would have been doomed to being burdens on their families or the State; and in so doing it has produced economic benefits to the State in the form of reduced welfare costs and increased tax revenues.

2. The members of the General Assembly and the citizens of this Commonwealth should know more about the achievements of the Center to the end that its programs may be broadened and strengthened.

3. Existing co-ordination between the Center and the neighboring State institutions should be continued and expanded so as to make the most effective use of their services.

4. More use should be made of the unique facilities at the Center for the training of specialists in the field of rehabilitation; vocational training in the manufacture of prosthetic appliances might be appropriately given.

5. The physical plant at the Center is rapidly deteriorating and extensive repairs are not economically justified; it is recommended that a long-range plan be adopted looking both to meeting the most urgent immediate needs and to providing properly designed permanent buildings for the efficient operation of the institution.

6. Because of the unique program of multiple services which Woodrow Wilson Rehabilitation Center offers, we believe that the General Assembly should recognize its contribution to the welfare of the handicapped in Virginia; and to this end it should make sure that adequate moneys are available to the Rehabilitation Division for the purchase of services at the Center to insure the continuity of its program. In the light of existing federal regulations appropriations for rehabilitation purposes cannot be conditioned on being expended through the Center; but we recommend that the appropriate items of the Appropriation Act be so phrased as to state clearly the legislative intent that sufficient moneys shall be available for the purpose of assisting in the rehabilitation of persons who can be best served by the Center.

Program and Activities of the Center

In order to fully appreciate what is being done at the Woodrow Wilson Rehabilitation Center it is necessary to understand the philosophy which underlies its program. The earlier type of institutions offering rehabilitative services usually concentrated upon individuals suffering from a single disabling condition. Examples of pioneer enterprises of this nature were the Hartford School for the Deaf, established in 1817, the Massachusetts School for the Blind, established in 1829, the New York Hospital for the Ruptured and Crippled, established in 1863, and tuberculosis sanatoria which have been established and maintained in many states. In Virginia this type of institution is exemplified by the Crippled Children's Hospital in Richmond, the Schools for the Deaf and Blind in Staunton and Newport News, and the Training Schools at Lynchburg and Petersburg where training is given to the mentally retarded.

The Center accepts some students who could be or have been treated at any of these institutions, with the exception of those who are blind. It is not equipped to, and does not offer the type of surgical treatment which is frequently necessary to ameliorate crippling conditions, but it takes over where the orthopedic surgeon must of necessity leave off, and helps the person who has undergone surgery to adjust to his handicap and acquire such skills as are compatible with his disability. Similarly it does not teach lip-reading to the deaf, but it will accept a student who has completed his course of training at the school in Staunton and teach him a skill which will enable him to become self-supporting and better adjusted than he would be without such training. It does offer physical therapy, occupational therapy and speech therapy where these are found to be needed.

The basic concept on which this program is based is that the student, when he leaves the Center, will in most cases be returning to a society where he will be associated with people who are not suffering from the same or perhaps any handicap. An important part of what it has been able to accomplish, accordingly, is the development in its students of an attitude toward life which will facilitate their adjustment to their experiences after they leave the Center.

With this statement of the end result which is sought to be accomplished at the Center, an examination of the specific programs by which the end is to be reached appears desirable. These fall into two categories, (1) physical reclamation and restoration, including where necessary medical or psychiatric treatment, physical therapy, speech therapy and like services; and (2) vocational training.

The first stage of treatment through which the student at the Center goes is a period of evaluation or "vocational diagnosis". This may include medical or psychiatric examinations, aptitude studies, and other evaluations to determine the student's potential for successful rehabilitation.

At the Center, a student has available the services of skilled personnel to make such a determination. On the basis of their training and wide experience they are able to plan for the student a program to help him overcome his disabling condition, physical or mental, and to train or retrain him to enable him to develop marketable skills. This evaluation service is so important and has been found so valuable that in many cases clients of the Rehabilitation Division are sent to the Woodrow Wilson Rehabilitation Center for this even though the actual rehabilitative services or training can best be provided at some other institution.

It must be emphasized again that Woodrow Wilson Rehabilitation Center was established to and does treat a great many of the most severely handicapping disabilities and in many cases this institution is the only one to which such cases can be referred for help. The second step in its program, then, is one looking toward the physical restoration of the student to the greatest extent practical. It offers physical therapy to those who can benefit therefrom. It conditions those students who need prosthetic appliances for installation of such devices, it procures them for the students, and it trains the students in their use.

The final phase of the student's progress at the Center is his training. Many of the students are deficient in basic academic skills and the Center is equipped to offer to these instruction and training to meet their educational needs, particularly in subjects needed for successful performance in chosen vocations. In addition, vocational training is

offered in a number of subjects on a basis thorough enough to prepare students for employment. A few of the many courses offered may be cited as illustrations: auto and general mechanics; barbering and cosmetology; business education; drafting; electrical appliance, radio, television, watch and clock repair; food service; upholstery; woodworking and refinishing. The program of the Center is sufficient to provide those who can complete its courses with a basis for becoming self-supporting after they have left the institution.

Concomitantly with training in specific subjects for trades which are offered at the Center, its staff seeks to assist the students in making a personal adjustment to life. Those who enter the institution, whether their disabilities have occurred from congenital causes, disease, or disabling accidents, have emotional and personality problems which can of themselves militate against the student's successfully finding for himself a place in society upon the completion of his training. The high percentage of its graduates who have succeeded in adjusting to the conditions which they have faced on leaving the institution is an outstanding testimonial to the success which the staff of the Center and the students themselves have had in reaching solutions of such problems.

The program of the Center cannot be fully evaluated unless it is considered with reference to the overall rehabilitation activities of the Department of Education. During the last fiscal year 3,682 clients of the Rehabilitation Division completed their job preparation, and entered employment, and their cases were closed as rehabilitated by the Division. The Center provided some services for 393 of these persons, or about one out of ten of the closed cases. The Division closed as rehabilitated the cases of 219 mentally retarded persons during the past year. Of these 107—almost half—were rehabilitated at the Center. A final indication of the importance of the Center in the overall picture of rehabilitation in the State is given by the percentage of the rehabilitation budget which goes to the Center. Thus, while the Center treated only about one in ten of the Division's clients, as was mentioned earlier, more than one out of every four dollars spent for rehabilitation in Virginia during the fiscal year was expended for the purchase of services at the Woodrow Wilson Rehabilitation Center.

With this review of the programs and activities at the Center we venture to make certain suggestions which in our judgment could result in the more effective utilization of its facilities.

The Center offers an exceptionally good laboratory for the clinical training of rehabilitation counsellors. These individuals are the persons who make the initial evaluation of a handicapped person and the initial decision as to whether he can be successfully rehabilitated. They should be constantly kept up to date on the latest developments of techniques for training handicapped persons, methods of treatment of handicapping conditions, and prosthetic appliances which can help such persons to minimize the effects of their disabling conditions.

Similarly we feel that the medical profession needs to be better informed as to what can be done by the use of prosthetic appliances and other means of rehabilitation of the handicapped. The offering of seminars to physicians to bring them up to date on new developments would serve the dual function of disseminating more widely information as to the accomplishments at the Center and aiding in the discovery and evaluation of persons who could be helped there.

An additional subject for vocational training occurs to us as being most appropriate to be given at the Center. One of the most important activities there is the furnishing and fitting of prosthetic appliances, artificial limbs, braces, etc. We are advised that there is a shortage of persons with the mechanical skill necessary for the manufacture of these appliances and inasmuch as the students at Woodrow Wilson have a peculiar interest in such appliances it would appear most fitting that training of this nature be given there.

The emphasis at the Woodrow Wilson Center since its establishment has been on rehabilitating the student and making him self reliant and self-supporting in the shortest possible time. To this end, the students are kept busy during the day for a normal school week. However, we are advised that due to the lack of proper recreational facilities, there is a letdown over the weekends when the students are thrown largely on their own resources and in many cases spend the time in idleness, which has an adverse effect on their morale. We believe that a high priority should be given to adequate recreation facilities and possibly to the establishment of some form of outdoor activity such as caring for flowers in a greenhouse, gardening and landscaping projects which would be physically beneficial and would have therapeutic value for students suffering from certain emotional or mental disturbances.

Cooperation With Neighboring State Institutions

The Woodrow Wilson Rehabilitation Center is situated only a few miles from Staunton, in which city are located both the Virginia School for the Deaf and Blind and the Western State Hospital. The close proximity of these institutions offers a unique opportunity for them to coordinate sections of their programs and facilitate and supplement the work being carried on separately now.

To some extent, such coordination is now in effect. For example, student barbers at the Center ply their trade both at the Hospital and at VSDB, which aids in the development of their skills and benefits the students at the School and the patients at the Hospital. In many cases also, graduates of the School or patients on leaving the Hospital have been given vocational training at the Center and the nearness of the institutions to each other has been helpful in permitting easier selection and evaluation of those who can profit from the curriculum at the Center.

Various ways have been suggested in which the specialized skills of the staffs at each institution might be made more available to fill the needs at the others. The Center offers courses for nurses aid students and it might be possible for them to receive certain valuable clinical training at Western State Hospital. A need for psychiatric consultant services at the Center and the School has been expressed and some means whereby the staff of the Hospital could provide these might be worked out. Our attention has been called to the possibility of providing a program for vocational training on a day basis for patients at the Western State Hospital, whereby they would attend classes at the Center during the day and receive hospital care and supervision at night. The development of a joint evaluation team made up of members of the staffs of the three institutions has also been suggested.

It is recognized that in order to provide such expanded services it would be necessary to provide additional staff and some equipment at each of the State facilities. The greatest need for additional staff is in the areas of Psychiatric, Psychological, and Counselling services.

The Commission commends the authorities at the Center, the Hospital and the School for the attitude which they have shown in the past and suggests to them the exploration of further possibilities for cooperation looking toward the benefit of those who are receiving treatment or training at the several institutions.

Record of Graduates from Woodrow Wilson Rehabilitation Center

Between July 1, 1947 and July 1, 1963, Woodrow Wilson Rehabilitation Center has served 9,856 persons. Spot checks provide very graphic information on the number who improved to the extent that they were able to obtain and to retain satisfactory employment. Some examples:

(1) Mental retardation is a condition more widely recognized and more freely admitted as an impediment to employment now than just a few years ago. In one year, 107 Virginia youths with this impediment were successfully placed in employment following a period of preparation at the Center. All of these youths were sponsored by the Virginia Division of Vocational Rehabilitation.

(2) Watch Repair—This training course, a natural for physically disabled persons, opened in February, 1948. Since that time 273 persons have graduated, of whom 248—or 91 per cent—went on to work in this field.

(3) Barbering—Of the 344 who have graduated from this course, approximately 90 per cent have been successful in obtaining profitable employment. In the total are two lady barbers!

(4) Upholstery—An average of 71 persons complete this course each year. The instructor reports a large volume of letters and telephone calls requesting names of graduates to fill positions. Of 50 cards received from former students, only one told of the person's being unemployed.

(5) Victims of strokes—The prospect for people with this severely disabling condition was quite discouraging until a few years ago. Now there is a swing to the positive side, although the picture continues to hold much challenge. A graduate student's research study last year of 100 persons who were at the Center as a result of disabling strokes showed that more than 50 per cent subsequently were employed. Their average salary was \$33.84 a week; their average stay at the Center was four months.

Aside from the human aspect of enabling its students to again lead useful, profitable lives, the Center makes a considerable impact on the economy of the State. This occurs in two ways, both rather obvious: first, it has taken countless persons off the welfare rolls and has enabled them to stay off, thus saving an inestimable sum for the State; and second, it has transformed these people into substantial, tax-paying citizens who are able, as a result of their training, to put thousands of additional dollars directly and indirectly into the State coffers through tax payments.

For example, a recent study in cooperation with the Lynchburg Training School and Hospital revealed that of 32 mentally retarded students who transferred to the Center, 27 or 84 per cent later went to work, achieved self-dependence and were released from legal status as wards of the State.

The record of Woodrow Wilson Rehabilitation Center is filled with similar experiences no less heartwarming or significant, and the results, expressed in dollars and cents terms are astounding.

During the fiscal year ending June 30, 1962, the Division of Rehabilitation closed as rehabilitated the cases of 3,517 disabled individuals, 371 of whom were provided some preparatory services at the Center. Of these 371 closed cases, 34 were receiving welfare grants prior to their closure as rehabilitated. Through a projection of the amounts received monthly from welfare, the total amount received in a year by these 34 cases amounted to \$29,680.00. The cost incurred by the Division of Rehabilitation to provide rehabilitation services for these 34 individuals amounted to \$32,075.00, slightly more than it cost to support them through welfare for one year. Only three of these individuals continued to receive supplemental grants from welfare following their rehabilitation. Deducting the amount received by these individuals in a year, the total savings to the State would amount to \$27,196.00 per year. The average cost per case to provide rehabilitation services amounted to \$943.00 and the average saving per case through welfare payments for one year only amounted to \$800.00. Cost of rehabilitation services, moreover, is a one-time-only cost but the savings continue for so long as the individuals are able to work.

Report on Physical Plant

Summarized below are the survey conclusions reached by Mr. C. B. Hudgins, Institutional Constructual Engineer, State of Virginia. Mr. Hudgins report is appended as Appendix C:

1. "The Buildings at Woodrow Wilson Rehabilitation Center consists of 48 separate main buildings and several smaller structures with an aggregate square footage of approximately 233,165."
2. "Due to the timber construction, even after renovation, the buildings will not be completely fire proof by any means in spite of the fact that they contain a sprinkler system. A similar county building, which also had a sprinkler system, substantially burned to the ground before the fire could be brought under control."
3. Mr. Hudgins estimates that the cost of renovations to keep the present center in reasonable repair would be \$1,200,000, but that items of an emergency nature would cost an additional \$250,000. Emergency items referred to are characterized as follows:

"In the kitchen area at one end of a wood truss, which has been temporarily shored up there is evidence of considerable damage by termites and rot."

The recommendation is to replace wood trusses by bar joists in this area and to remove and replace roof as in other buildings.

4. An on site inspection of the Center by this Commission revealed, among other inadequacies, the following:
 1. Evidences of termites are everywhere. Many floors and beams already have been replaced; some have been braced, others have cracked and pose safety hazards.
 2. The 50 buildings now in use at the former army hospital site are so far-flung that adequate supervision of students is impossible. Nineteen separate units serve as dormitories for the 375 physically handicapped and mentally retarded trainees.
 3. Heating this type of structure in extreme cold is a virtual impossibility. A number of students complained about the inside temperature.

4. Rare is the building which does not have a leaky roof. Water stains can be seen on many ceilings.
5. Dormitories are grim and bare, hardly conducive to rehabilitation.
6. The seemingly endless corridors have a "spring" about them which makes one wonder about the soundness of their foundations.
7. The "temporary" buildings obviously were put together in a hurry. They have no insulation, no "frills" whatsoever.
8. Standing water under all of the corridors makes it impossible to keep insulation on the utility pipes.
9. Window frames and flooring are continuous maintenance problems.
10. Although they have sprinkler systems, the buildings are susceptible to fire.

Rather than spend \$1,450,000 to repair buildings which were not planned to serve this activity and which the population growth of the State indicates will be increasingly inadequate for the purpose to which they are devoted, it is recommended that the State proceed to plan an over-all facility to adequately meet the requirements of rehabilitation and education at the Woodrow Wilson Center and that the initial plans provide the most urgently needed buildings, but only as a part of the over-all program for a complete renewal of the facilities.

Financing of the Center's Program

In the evaluation of the program and activities of the Woodrow Wilson Rehabilitation Center and its place in the overall program of rehabilitation in the State, perhaps the most baffling aspect is an apparent paradox in connection with the sources of the revenues available for operation of the institution. No direct appropriation is made by the State or the federal government for operation of the Center and yet more than half of its operational costs are derived from public funds.

Consideration of some of the nonpublic funds which go toward payment of the operating costs of the Center may be illuminating. The simplest case is that of an individual who may have suffered a disabling accident and who elects to enter the Center either for the fitting of a prosthetic appliance and training in its use or for training in a vocational skill more suitable to his condition than his former occupation, the cost to be paid either from his own funds or from payments which may have been made by an insurance company as a result of the accident. He is enrolled as a student at the school, his case is evaluated, the prosthetic appliance may be provided and fitted and he may receive vocational training. He is charged, and pays, according to the set schedule of fees for the particular service rendered by the Center and these funds go into the special funds from which the overall costs of operating the Center are paid. Such funds are biennially "appropriated" by the General Assembly but this is merely a bookkeeping transaction. If the special funds are not earned by the institution they cannot become available for expenditure.

In this connection, it might be parenthetically remarked that rehabilitation services such as those provided at the Center are more and more coming to be recognized by insurance companies as a sound investment. In many cases, a company which incurs liability because of an accident or other condition may be faced with years of payments under a policy providing disability benefits. If the individual concerned can be returned

to gainful employment through rehabilitation and retraining it may save an insurance company thousands of dollars and their "enlightened self-interest" will impel them to procure such training which will as a by-product have inestimable value to the person for whom it is purchased.

Insurance companies have thus been the source of a substantial amount of revenue for the operation of the Center through Workmen's Compensation payments for industrial accidents and also other types of policies. Among other sources of private-pay patients are organizations such as the United Mine Workers which has sent a number of its members to the Center for treatment and training. In many cases civic organizations have underwritten the expenses of particular students. One governmental source which has made use of the Center has been the Veterans Administration, which has sent many veterans there for services not available in the Veterans Administration Hospitals.

The largest single source of revenue for operation of the Center, however, comes from fees paid on behalf of clients of the Rehabilitation Division of the State Department of Education. This amounted to approximately \$463,000 during the last fiscal year, of which about \$155,000 was State general fund money and the remainder came from funds allocated to Virginia by the federal government for rehabilitation purposes. Each dollar of the State appropriation "earns" approximately two dollars in federal matching funds, and the total sum available to the Division for purchase of rehabilitation services last year was \$1,691,872. It is evident that about one fourth of the total budget of the Division goes to pay for services rendered its clients at Woodrow Wilson.

It should be emphasized that, as to the clients of the Rehabilitation Division whom it sends to Woodrow Wilson, the Division stands in exactly the same relationship to the Center as does the sponsor of any private-pay patient. Of course, there is close co-ordination between the Division and the Center and as was earlier pointed out, the State Board of Education which is the policy making body for the State Department of Education is also the governing body of the Center. This means that the Center, in planning its future operations, can count with certainty on the availability of Rehabilitation Division funds to support the activities which it will perform for rehabilitation clients. At the same time, however, its position with reference to all its students is exactly the same as that of any other educational institution—that is, it offers its services, whether they be room and board, the furnishing of prosthetic appliances, physical or occupational or speech therapy, or vocational training, to its students for a predetermined fee and from the fees so derived the operating costs of the Center are paid.

To round out the picture a further comparison must be drawn between the Woodrow Wilson Rehabilitation Center and other State and locally operated schools. The State and federal governments jointly provide funds for reimbursement of a portion of the salaries of teachers of vocational skills in public schools and of special education teachers (those who teach retarded and other "exceptional" children either in special classes in the schools or in some cases at home). The Center also employs personnel both in special education and in vocational education. As a school employing such teachers it is entitled to participate in these State funds on the basis of approximately two thirds of the cost of the salary of each teacher employed. The State Department of Education accordingly pays to the Center funds, determined on this basis, and these become a part of the overall special fund account from which the costs of operation of the Center are paid.

As previously indicated, these reimbursements are made partly from State and partly from federal funds. The State funds so used at the

present time are not counted as funds available to earn federal matching money for industrial rehabilitation. It is the hope of the State Department of Education that as a result of the negotiations present underway, such State funds may be recognized as matching funds, thus increasing the amount of the federal allocation for overall rehabilitation which is available for expenditure by the State.

With the foregoing explanation in mind, reference can be made to the annual statement showing the financial operations of the Center for the fiscal year ending June 30, 1962 which is attached as Appendix B to this report. It will be noted that operating expenses for the year were \$941,831, that there was an average daily enrollment of 322 students, and that the client cost per day was \$8.35.

On the other side of the ledger, the Center collected cash in the amount of \$502,364. It received from the Rehabilitation Division the sum of \$417,282. It received by interdepartmental transfer from other State Departments (reimbursement for teacher's salaries above referred to) \$82,497. And it collected from its employees for rental of quarters, meals, and similar charges \$27,825, giving it a total in collections of \$1,029,970. It will thus be readily seen that from a purely dollars and cents standpoint, the operations of the Center have been fiscally sound. This is further emphasized by the item showing that, at the close of the latest fiscal year, delinquent accounts at the Center amounted to only \$3,073.

Legislative Support for the Center

The Woodrow Wilson Rehabilitation Center has demonstrated its preeminence in the field of rehabilitation in the United States; the services which it has rendered to citizens of this State have been of immeasurable value. This should be recognized by the General Assembly; it has been suggested that this be done by making a direct appropriation to the Center for maintenance and operation. However, federal funds for rehabilitation are made available for use in Virginia on a matching basis and the over-all rehabilitation program has suffered because the State has not been fully able to take advantage of available federal funds. We feel that an increase in the State appropriation to the Rehabilitation Division of the State Department of Education would be an excellent investment, but our primary concern is with insuring the continuity of the program for services to the severely handicapped at the Woodrow Wilson Rehabilitation Center. While the General Assembly cannot condition all or any part of the appropriation to the Rehabilitation Division on expenditure at the Center and still obtain credit for such funds toward matching the federal grant, it is recommended that the intent of the Legislature to provide for adequate support of the Center from rehabilitation funds appropriated to the Department of Education be made plain in the appropriate Items of the Appropriation Act. This support would come through the purchase of services from the Center by the Rehabilitation Division thereby assuring income to the Center. Suggested language to accomplish this (keyed to the language of the present Act) is attached as Appendix A to this Report.

Respectfully submitted,

MRS. CURRY CARTER, Chairman
J. D. HAGOOD, Vice-Chairman
EDWARD P. BERLIN, JR.
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J. HUBERT WHEELER

APPENDIX A

Item 423 (1962 Appropriation Act)

Out of the Appropriations in Items 420-422, inclusive, multiple services may be purchased from the Woodrow Wilson Rehabilitation Center on a client per day basis, it being the intent of this provision to insure, in so far as practicable, funds to provide for the continuation of the operation of the program of the Center; such funds may also be expended for medical, prosthetic and training expenses for rehabilitees.

Item 437 (1962 Appropriation Act)

For maintenance of Woodrow Wilson Rehabilitation Center, under supervision of the State Superintendent of Public Instruction, to be paid only out of the special revenues derived from the operation of the said Center, including such amounts as may be received for clients under the provisions of Items 420, 421, and 422 and paid into the State treasury, and, except for transfers under Item (Item 423 of the present Appropriation Act) and not out of the general fund of the State treasury . . . \$918,100 the first year, and \$932,420 the second year.

It is further provided that, with the prior written approval of the Governor, the above appropriations for maintenance and operation may be increased by an amount not exceeding any special revenue collections in excess of the sums listed above.

New paragraph to be added to Item 437 (1962 Appropriation Act)

In the preparation of the budget estimates required by § 2-48 of the Code, the estimate for the operation of the Woodrow Wilson Rehabilitation Center shall be presented by the Superintendent of the Center concurrently with, but independently of, the budget of other agencies subject to the control of the State Board of Education.

APPENDIX B

Operations from July 1, 1961 through June 30, 1962—
Fiscal Year Ending June 30, 1962.

Appropriation (Budget Allowance)			\$ 855,025.00	
Allotment—Fiscal year 1962			1,022,204.07	
Unappropriated Surplus Brought Forward From 6/30/61			92,179.07	
Realized Special Revenues:				
6106 Instructors Salaries	\$ 77,286.92			
6112 Rental of Quarters	25,862.27			
6115 Canteen Sales	65,329.17			
6126 Shop Sales	48,080.00			
6131 Meals to Staff and Guests	17,228.65			
6141 Per Diem	663,248.39			
6142 Miscellaneous Revenue	29,193.44			
6160 Transportation of Students	1,870.29			
1920 Reimbursable Expenses	76,318.78			
Expenditure Refunds	25,552.14	1,029,970.05	\$1,122,149.12	
Expenditures:				
Administration—01				
Supervision	\$ 39,294.93			
Admissions & Registration	11,053.82			
Business	18,491.72	68,840.47		
Student Service—02				
Guidance	77,104.05			
Training	199,814.33			
Recreation	15,465.55			
Medical	175,301.44	467,685.37		
Maintenance & Operation—03				
Maintenance	183,922.80			
Dining Hall	153,676.15			
Canteen	62,023.95	399,622.90		
Revenue Refunds		4,292.60		
Reimbursable Expenses		81,450.32		
Capital Outlay (Equipment)		1,389.98	1,023,281.64	
Cash with the Treasurer of Virginia on 6/30/62		\$ 98,867.48		
Balance Due on Accounts on 6/30/62		34,877.59		
TOTAL WORTH			\$ 133,745.07	
Delinquent Accounts			3,073.03	
Client Days—Virginia	84,351	75%	Collections by Cash \$ 502,364.62	49%
Client Days—Out-State	28,507	25%	Collections by	
			Payroll	27,825.33 3%
	112,858	100%	By IDT, Va. Rehab.	417,282.97 40%
Days same period last year	112,644		By IDT, Others	82,497.13 8%
Increase over last year	214		\$1,029,970.05	100%
Operating Expenses		\$941,831.32		
Expenses Per Month		78,485.94		
Client Cost Per Day		8.35		
Average Daily Enrollment		322 students		

July 25, 1962

APPENDIX C

January 24, 1962.

MEMORANDUM

To:

MR. R. R. MORRISSETTE

FROM:

C. B. HUDGINS

RE: Woodrow Wilson Rehabilitation Center at Fishersville, Virginia

In response to your request I visited the subject institution January 22, 1962 to January 24, 1962, inclusive, for the purpose of making a physical survey of the structures now used by the Center.

Those buildings consist of forty eight (48) separate main buildings and several smaller ones, with an aggregate square footage of approximately 233,165, divided as follows as to usage:

Male Dormitories	53,565
Female Dormitories	21,660
Staff Quarters	33,390
Rehabilitation Shops	33,900
Other Rehabilitation Schools	8,750
Special Education	4,290
Administration	5,500
Special Services	38,450
(This item includes Dining Room and Kitchen, Canteen, Recreation Hall, Chapel, and old Red Cross Building)	
Medical Center	16,870
Boiler Rooms	5,000
Laundry	4,500
Janitors' Storeroom	4,290
Carpenter Shop	2,000
Plumbers' Shop	1,000

The buildings are connected by 4650 lineal feet of corridors 6 feet wide, under which are pipe tunnels which contain most of the main utility lines.

The average population of the center during the last fiscal year was 350. The total capacity of the institution is about 400. Roughly, the population runs 70% male and 30% female. It has a staff of 150, many of whom are handicapped themselves and have to live on the site.

Included in the areas mentioned above are approximately 22,000 square feet which have been added to the original installation by the institution. This is mainly in the garage and medical center area.

The basic construction consists of one story buildings connected by the corridors, both of which have wood floor joists with sub-floors of plywood, overlaid with asphalt and rubber floor tile. A few of the special buildings have concrete floors. The exterior walls are brick, backed up by cinder block. The roofs of the buildings are supported by wood

trusses; the roofs of the buildings are of asphalt shingles. The roofs of the corridors appear to be made up of gypsum board covered with the same type of shingles. The finished ceiling in most of the buildings is sheet rock or plaster board; in some cases this has been poorly repaired with celotex. The corridor interior walls are painted cinder block; the buildings mainly have sheet rock walls on the interior, with a four to five foot tongue and groove wood wainscot along the exterior walls, in the bathrooms and in the reception rooms. All interior walls are of wood stud construction.

It is obvious that no thorough survey could be made in three days but the writer was rather fortunate in finding that one of the dormitories is now being renovated with some partitions torn out and work ordinarily concealed was exposed. It was also possible to examine the construction under the floors of the corridors by access through the trap doors. Some of the wood construction in the kitchen has been exposed and could be examined.

Since the buildings are largely identical, I also consulted the principal of the Augusta County High School and the county school building and grounds superintendent, who gave me valuable information and who pointed out examples of deterioration which I may not have otherwise noticed. One of the county buildings burned fairly recently and I was able to examine the material which was salvaged from this building. Of course, many of the items were visible and their condition apparent. Mr. Saufley, the Center Building and Grounds Supervisor, and his carpenter foreman, who worked on the original installation, were also most helpful.

In view of the facts mentioned in the two paragraphs immediately above, I feel that while my survey may seem superficial due to the time element, I have obtained sufficient background and cross sectional information to enable me to give a fairly accurate estimate as to what should be done to renovate the buildings and the approximate cost of the work.

I suggest that the survey justifies the opinion that the following operations would have to be performed in order to adequately renovate the buildings for twelve or fifteen years use without further extensive overhauling.

1. Remove all roof material. Examine and replace all defective wood trusses. I believe this would be a rather extensive phase of the work. There is evidence of both termites and rot in the trusses. The asphalt shingles are approximately eighteen years old and have outlived their usefulness. There are numerous leaks and it is a fair assumption that many trusses are rotten. Remove and redesign the cornice. This was rotten in every place examined.

2. The building exterior walls are remarkably free of cracks. However, some thirty five cracks were observed in the corridor walls, which show evidence of settlement. It will be necessary to go all the way down to the foundations in some cases. All other cracks will have to be re-pointed.

3. The tongue and groove wood wainscot was evidently green when installed and cracks have universally appeared between the boards from one-half to one-eighth inch wide. These are dirt catchers and harboring places for insects and germs. These should be covered by fireproof panels for improvement in sanitation and appearance.

4. There is evidence of settlement of floors in many areas. In some places where there are concrete floors, these have settled as much as two inches. The floors on wood joists are extremely unstable in places. Re-

cently, a student in the high school fell through the corridor floor. It is reasonable to assume that it could happen here. The salvaged material from the county building which burned shows that the ends of practically all the floor joists are either rotten or have been attacked by termites. In places where floor tile had been removed it was evident that the plywood subflooring had deteriorated.

Remove subfloors, wood joists and flooring and replace with reinforced concrete in the corridors. Remove subfloors, examine all joists in the buildings and replace where necessary. Install new floor—in the buildings.

5. Repair windows and doors in general. Provide screens at all windows. Provide storm windows in the corridors to prevent excessive heat loss. Replace all exterior doors with storm tight doors. Provide closers on exterior doors. Provide seeing-eye devices on cross corridor doors.

6. Gas lines are generally deteriorated and should be replaced. Insulation on steam lines has seriously deteriorated and should be completely replaced. The electrical system should be examined by an electrical engineer and repairs made as necessary.

It is my opinion that the 202 horse power steam generator now in use which has been installed in recent years, together with the auxiliary boilers, would be adequate after the corridors are made weather tight. However, there is no stand-by boiler now capable of being operated, and one of the old boilers should be put in operable condition. It is noted that before the complete installation was divided, a part of the steam system serving the area now occupied by the Center was connected to a boiler plant now used by the high school, and in order that the two should be separated, some revamping was done in a makeshift manner. This situation should be corrected and a complete survey made of the steam lines after the old insulation is removed and before the new is installed.

7. Repaint corridors in more attractive colors. Repaint generally where needed.

8. Repair all interior partitions.

9. In the kitchen area at one end of a wood truss, which has been temporarily shored up, there is evidence of considerable damage by termites and rot. Replace wood trusses by bar joists in this area. Remove and replace roof as in other buildings.

It should be emphasized here that the scope of the renovation in mind does not include any change in the general plan of the installation. The end result would simply be an improved and somewhat more attractive version of the old plant.

This report makes no attempt to evaluate the adequacy of the physical properties of the Center to meet the present or future needs of the rehabilitation program. There is, however, one phase of the general construction of the buildings to which attention should be directed. Due to the timber construction, even after renovation, the buildings will not be completely fireproof by any means, in spite of the fact that they contain a sprinkler system. I was informed that the county building which burned also had a sprinkler system, but it substantially burned to the ground before the fire could be brought under control.

I estimate the cost of the renovations herein mentioned to be \$1,200,000. I further estimate that items of an emergency nature, an example of which is the work mentioned under Item No. 9, would cost \$250,000.

C. B. HUDGINS,
Institutional Construction Engineer.

OUTLINE OF FUTURE REQUIREMENTS

The total facility designed shall be designed for six hundred students. Planned on a master plan basis with the following facilities making a part of total completed project.

1. Dormitory No. 1.
2. Activities Building.
3. Administrative and Medical Buildings.
4. Educational Building No. 1.
5. Dining Hall.
6. Educational Building No. 2.
7. Dormitories and staff quarters.
8. Chapel and individual staff residences.

Total master plan has evolved on the basis of a projection of all facilities required for maximum student occupancy of six hundred and to be able to construct and get into operation the new facility, disturbing as little as possible the existing school and its operation. In addition to the elements required for the school, areas for research projects have also been planned. The special educational area has been greatly increased to take care of an additional student load of the mentally handicapped. This space is in addition to the vocational training center.

The master plan provides for the following training in addition to special education.

Textiles	Photography	Custodial training
Shoe repair	Drafting	Upholstery
Electricity and radio	Watch repair	Industrial work
Woodworking	Barber and beauty	Auto maintenance
Utilities	Brace shop	and repair
Nursing	Sign shop	Machine and welding
Business School	Business Machine	Auto service
	repair	

The total complex will be interconnecting so that a more closely knit relationship between elements will exist than is presently in use. We believe that this master plan thus far provides the ultimate in the facilities and workability for a center such as this. At present the big problem in the total teaching program seems to evolve around the lack of adequate recreation and extra curricular activity space. Therefore, it is planned that one of the first units shall be the Activities Building. This building will not only take care of the shortcoming which now exists in most centers of this type, but will also assist the occupational and physical therapy program. The Activities Building contains basically the following major elements.

Main Level

Main lobby and entry area
Lounge area
Canteen
Concession, snack bar
Dining area
Outside terrace
Assembly—600 people
Stage production
Motion Pictures
Dances and related activities

Lower Level

Gym
Handball courts
Shuffleboard and billiards
Archery
Pistol range
Four bowling alleys
Swimming pool with related locker rooms

Upper Level

Quiet areas consisting of music rooms
Small banquet room
Arts and crafts area
Library

Dormitories—600 people

(each building—100 students; thus six buildings.)
Two stories will cut down distances.
Two bed rooms majority.
Some one bed rooms.
Downstairs baths for wheelchair.
Apartment for house mother.
300 beds on lower level.

Dining—600 students
50 staff

650 total dining facilities

Separate staff dining room (50)

VOCATIONAL AREA (Training area)

Total 90,000 sq. ft.

Drafting	3,000 sq. ft.—30 students	} 1 classroom
Watch repair	3,000 sq. ft.—30 students	
Nursing aid	1,500 sq. ft.—50 students	demonstration
Food service	part of canteen	
Elect. appliance	3,000 sq. ft.—30 students	
Radio	3,000 sq. ft.—30 students	
Barber	3,000 sq. ft.—30 students	
Textiles	3,000 sq. ft.—30 students	
Shoe repair	3,000 sq. ft.—20 students	

One classroom for each three vocations each—office, storage.

General mechanics
& welding 4,500 sq. ft.—30 students
Upholstery 9,000 sq. ft.—50 students
Woodworking 3,000 sq. ft.—20 students
Automobile lab 2,250 sq. ft.—20 students
Auto shop 6,000 sq. ft.—30 students
Auto servicing 3,000 sq. ft.—20 students
(in form of service station, brake adj., washing, greasing, etc.)

CENTRAL STORAGE—RELATED TO VOCATIONAL AREA

Business School 9,000 sq. ft.—30 students
Special Education 3,000 sq. ft.—50 students
(Remedial work—small groups and individuals)
Custodial 1,500 sq. ft.—30 students
Beauty school 3,000 sq. ft.—20 students
Auto body shop 6,000 sq. ft.—30 students

Photography—sign shop—business machine repair—industrial work
shop—brace shop—horticulture—gun smithing.

EVERYTHING CENTRAL STORAGE

New Training School should be expandable to ten areas of 3,000 sq. ft.
each in training area—combination visual aids and training staff near busi-
ness school.

ACTIVITIES BUILDING

Bowling—at alley 83' x 5½' (plus spectators) with four alleys	2,500 sq. ft.
Swimming—pool at 40' x 30' (plus walks)	2,400 sq. ft.
Weight lifting	
Gymnastics	
Volleyball—at court 60' x 30' (plus clearance)	
Badminton	
Basketball—court 45' x 75' (plus clearance with two courts)	
Handball—court 40' x 22' with two courts	
Gun and safety—lane 4' x 75'	
Archery—lane 60' x 10', with three lanes	
Shuffleboard—court 52' x 6', (plus clearance)	
Assembly (seat 600)	
Movies	
Dramatics	
Stage Show	
Billiards	
Canteen	

11,400 sq. ft.

ADMINISTRATION BUILDING OR AREA

Superintendent with secretary
Five assistant Department Head Superintendents—depending on total
concept
Central pool—six secretaries
Receptionist and switchboard
Main Lobby
Board Room—(20 people)
Admitting Lobby
Admissions Office
Records Room, 1000 sq. ft.
Six counsellors—private office

FLOW CHART OF STUDENT MOVEMENT IN THE CENTER

In addition to the space analysis, the group presented several diagrammatical flow charts of student movement in the Center. Two of the accepted charts are shown below.



