

# Bread and Butter

## Sleigh Bells Now on Order List Of Aide Who Spends Millions

By ERWIN ENDRESS

Lloyd W. Hale, a 37-year-old professional dollar-stretcher who spends about \$5,000,000 a year, didn't raise an eyebrow the other day when he was asked to purchase four sets of sleigh bells.

He wasn't any more surprised when he was the day he was asked to square a deal on a 22-ton automatic ironer for one of Staten Island's largest laundries.

Hale is not a laundry executive, and he is most definitely not Santa Claus.

He's the busy business officer of Willowbrook State School, and he's charged with spending the school's millions wisely and well.

He has learned that strange things sometimes have practical and unexpected uses. Like sleigh bells, for instance, can attach them to a horse-drawn sleigh, or decorate a Christmas display with them—or you use them to teach children sense of rhythm—which is exactly what their use will be at Willowbrook. The children there listen to music with sleigh

bells. Hale, a veteran of more than 10 years' service to the Department of Mental Hygiene in institutions throughout New York State, finds it's "not easy" to spend \$5,000,000 a year, which is the operating budget of the school.

In order to do it intelligently, you've got to know a great deal about a great many things, and he has spent a good part of his adult life studying the varied operations of state institutions.

IN ORDER to purchase a 22-ton ironer—or the many other varied and highly-technical items which go to make up a modern laundry plant—you've got to be a veritable engineer. Hale spends most of his time asking questions.

In filling the purchase needs of Willowbrook's bakery, which supplies enough bread to provide sandwiches for a small-sized city (1,700 loaves a day), he's got to know about baking.

He has never darned a sock in his life, but Hale has to know a lot about sewing in order to efficiently weigh the pros and cons for a suit of heavy, heavy-stresses who turn out the clothing and linens used at the institution.

THEN there is the matter of food for the growing Willowbrook family. He says the school operates on a \$620,000-year grocery shopping list, and that the 3,087 kids and other residents of Willowbrook keep him plenty busy figuring out how much cash will cover mealtime needs.

Responsible to him, too, in the bread-and-butter field is Willowbrook's payroll department, which pays out \$3,500,000 in salaries, mostly to Islanders, every year.

Hale, who never went to college, also does arithmetic for the maintenance, engineering, grounds, transportation and storehouse departments, and handles the financial headaches also for the school's industrial shops and community store. He has a staff of 17 to help him.

A native of Norwood, N.Y., Hale says his tenure on the Island has been an "eye-opener."

"An assignment in a borough of New York City," he says, "sounded like a big town operation. . . I've found that the Island is a warm, friendly suburban place, and that Willowbrook is part of the community's life."

HAPPY HERE, too, are Hale's wife, Bertha, and the couple's chil-



**POWER PARLEY**—The masked smokestack of Willowbrook State School's powerhouse forms a backdrop for a talk on power needs between Lloyd Hale, right, Willowbrook's business officer, and Frank DeJulio, chief engineer.

children, John, 11, Harriet, 9, and Nancy, 7.

Hale says he is no financial wizard, but points out that his knowledge of the financial workings of a state mental hygiene institution is based on direct schooling in the field during most of the years he has served the department.

Except for a short period as a State attendant at Manhattan State Hospital on Wards Island years ago, he has served continuously in business offices of state hospitals and schools.

He is working closely with Dr. Harold Bertram, the school's director, on a \$6,000,000 building program, he does not consider himself an expert in financial matters.

Thus, he sometimes balks at a request from his wife, Bertha, to purchase a load of groceries for the family.

"I prefer to leave home budgeting in the hands of one better qualified," observes Hale.

But when it comes to orders for steam boilers, trucks for the transportation department, or

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