

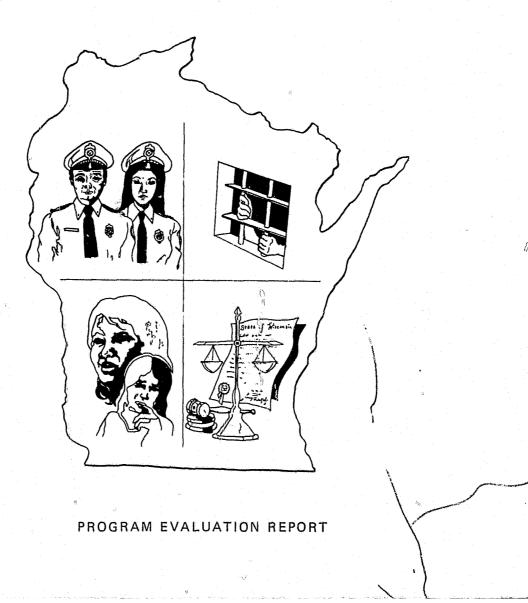
State of Wisconsin \setminus Office of the Governor

WISCONSIN COUNCIL ON CRIMINAL JUSTICE

Refunding Report:

Renewal Unlimited
Juvenile Offender Project

WCCJ Subgrant #78-15C(9A)-SC-06-7







State of Wisconsin \ OFFICE OF THE GOVERNOR

WISCONSIN COUNCIL ON CRIMINAL JUSTICE 122 WEST WASHINGTON AVENUE MADISON, WISCONSIN 83703 (606) 266-3323

Fred A. Wileman EXECUTIVE DIRECTOR

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Refunding Report:

Renewal Unlimited Juvenile Offender Project

WCCJ Subgrant #78-15C(9A)-SC-06-7

Prepared by Jan Benda

NCJRS

FEB 2 2 1979

ACGUISITIONS.

Wisconsin Council on Criminal Justice Program Evaluation Section February 1979

I. Introduction

The Juvenile Offender Project is one component of Renewal Unlimited, a multi-funded work experience program in Sauk County. Renewal Unlimited is located in Baraboo, Wisconsin and is directed by Ron Sommer. The program has been in operation since April of 1977.

According to their program brochure, Renewal Unlimited is described as follows:

"Renewal Unlimited, Inc. is a job training program that provides rehabilitation services to people and houses. We seek rundown housing and restore it to a good quality, marketable structure. The property is then sold at no profit to low or moderate income families. In addition, we offer home maintenance and winterization services to low income/elderly individuals.

Aside from improving the physical appearance of the community, we take unskilled and hard to employ individuals and offer them a systematic and structured training program in the building trades and related fields. We promote their employment potential by not only increasing their basic work skills but through the offering of an or portunity to complete their basic education. Incorporating this special blend of work experience and GED attainment in our program provides the individual with a more positive self awareness of their ability to change his/her situation. Using a group format for peer support, the individual trainee learns to emphasize strengths and minimize weaknesses in seeking these alternatives."

The Juvenile Offender Project offers two primary services to juvenile clients: 1) a work experience program, and 2) an individualized General Educational Development (GED) educational program. Throughout the training process juveniles each receive a \$2.65 per hour stipend. The Wisconsin Council on Criminal Justice (WCCJ) funds pay this stipend for four juvenile client slots; the Comprehensive Employment and Training Act (CETA) and/or Division of Corrections (DOC) pay this stipend for the other clients. This grant also pays a portion of staff salaries for clients not receiving DOC funds.

The project began receiving WCCJ funds in April of 1978 under the program area addressing local dispositional alternatives (Grant #78-15C(9A)-SC-06-7). The first-year approved funding level was \$70,000 (federal - \$63,000; state - \$3,500; match - \$3,500) with the following budget breakdown:

Personnel costs	\$41,498
Trainee costs	12,402
Travel costs	5,200
Equipment costs	5,300
Supplies/Operating costs	3,800
Professional Services/Contracts	1,800

The project is currently seeking second-year funding in Wisconsin Council on Criminal Justice (WCCJ) Subprogram 9A-Local Dispositional Alternatives (Grant #79-9A-SW-3299-9). The amount of funds being requested is \$70,089 (federal - \$56,071; state - \$3,112; match - \$10,906) with the following budget breakdown:

Personnel costs	\$47,380
Trainee costs	11,023
Travel costs	5,360
Equipment costs	NA
Supplies/Operating costs	4,526
Professional Services/Contracts	1,800

In addition to WCCJ funds, the Renewal Unlimited program, receives funding support from a number of other sources:

- CETA Title I Adult Work Experience Program (\$179,000);
- CETA Title I On-Job-Training (\$64,000);
- CETA Title III Youth Community Conservation Improvement Program (\$63,000);
- CETA Title VI Public Service Employee (\$34,000);
- Department of Local Affairs and Development -Division of Housing (\$12,000 plus \$8,000 "seed" money);
- Department of Health and Social Services program for AFDC clients (\$45,000 of which \$33,750 is for participant wages and \$500 is for tools and materials);
- Department of Health and Social Services Division of Corrections purchase of services (\$15,000);
- A capital improvements loan construction (\$256,000);
- Total equals \$676,000.

Additionally, in cooperation with the Division of Corrections, Renewal Unlimited hopes to open an eight-bed group home in Sauk City for older juvenile offenders (\$54,000). In late February Renewal Unlimited plans to file a group home related "wellness" grant with the Department of Health and Social Services (\$55,000 over a three-year period). Two other grants are pending a spring decision: an energy grant from the Department of Administration for about \$32,000

^{*} These figures are approximate.

(\$10,000 of which is for salaries) and a Xerox grant for tools (\$2,000).

If these grants materialize, Renewal Unlimited will be administering a grand total of about \$780,500.

The current project director was hired in May 1978; preceding him were John Ramer, Mary Bennett and Marcus Jensen (acting director). As of January 22, 1979 the Juvenile Offender Project had a partial Advisory Committee composed of four members: Lois Drapin (University of Wisconsin-Baraboo), Michael Sickles (former program participant), Joseph Viney (attorney), and Steve Sardeson (Sauk County Social Services).

II. Project Goals and Objectives

A. Client Information

Since April 1, 1978 the Renewal Unlimited juvenile program has served 41 juveniles. Eight of these clients were in the WCCJ-funded Juvenile Offender Project. Table 1 summarizes characteristics of the eight WCCJ clients. Additional client information is presented in Appendix A.

Three project clients were adjudicated delinquents. None of these three was referred to the Juvenile Offender Project by the Sauk County Court. One was referred by the Sauk County Department of Social Services, one was a transfer from the Sunburst Youth Home in Neillsville, Wisconsin, and one was referred by the Sauk City Police Department. None of the other five project clients, all referred by police departments, was an adjudicated delinquent.

As can be noted from Table 1, three clients have completed their General Educational Development (GED) (one more will complete a GED in February 1979); none of the eight clients has had contact with the Juvenile Justice System while in the project; three clients secured employment upon leaving the project; the mean number of months of project participation has been approximately three and one half months per client; and two clients are currently in the project.

There is a relatively high per client cost. Over the first six months of operation, assuming the project spent one-half of its first-year WCCJ funds on these eight clients, the per client cost would be about \$4,000. However, with a multi-funded program such as Renewal Unlimited, it is difficult to accurately separate out a per client cost without a full system audit. This money was used to pay the hourly stipend for five WCCJ clients, plus a portion of the staff salaries*, travel expenses, and supply costs. Mr. Sommer projects that he can at least double the number of juvenile clients during the second six months of operation.

B. Progress Toward Achieving Project Goals and Objectives 1

The following goals and objectives, which are summarized in the front of this report, are discussed in terms of how they were measured, and the definitions used in measuring.

Goal #1: To provide a dispositional alternative to the Juvenile Court of Sauk County.

Objective #1: To have 85% of all clients accepted into the project develop no additional contacts with the Juvenile Justice System while involved in the project.

The Director of Personnel Services makes bi-weekly contact with the Sauk County Sheriff's Department and the Police Departments of Baraboo and Sauk City. Any charge against a client is counted as a Juvenile Justice System contact. None of the eight clients (over an average period of three and one-half months) has had any reported Juvenile Justice System contacts while in the project. (Achievement level for Objective #1 = 100%.)

Objective #2: To increase the percentage of juvenile offenders completing the program from (its present rate of) 17% to 33.3%.

^{*} See Appendix C for a copy of the employee timesheet which shows how Renewal Unlimited staff account for time spent with each program client.

This data was collected by Program Evaluation and Program Planning staff in cooperation with Judith Dynia of the Southwest Regional Criminal Justice Planning Council. The collection process consisted of reviewing the client files, as well as discussing cases with the Director of Personnel Services.

Internal project records are checked quarterly by the Director of Personnel Services. Project completion was defined as leaving the project with either a GED or a job or both. Six clients have left the project; four of these clients (67%) have "completed" the project.

Objective #3: To reduce by 40% the proportion of adjudicated delinquents sentenced to correctional institutions compared to the closest comparable pre-project period in areas receiving funds.

This information is obtained quarterly from Judge Karch's office (Sauk County Court). The time periods used were April 1 through December 31, 1977 and April 1 through December 31, 1978. As seen on the summary chart in the front of this report, there has been about a 30% reduction, 10% short of the objective.

NOTE: Two of the three objectives under the first goal have been met. However, the numbers used in establishing the achievement levels are very small, which raises a question of the validity of the results. Also, it is questionable whether the objectives accurately measure the goal, when in fact, none of the project clients was court-referred.

Goal #2: To reduce the level of recidivism of Renewal Unlimited juveniles.

Objective #4: To have 70% of all clients successfully completing the project remain without Juvenile Justice System contact for a period of eight months after discharge from this project

As of December 31, 1978, it was too early to measure this objective. However, a system of telephone follow-up has been designed and implemented by the Director of Personnel Services. Of the four clients who have successfully completed the project (left with either a GED or a job or both), none has had contact with the Juvenile Justice System since leaving the project.

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Goal #3: To increase the employability and education of juvenile offenders in Sauk County.

Objective #5: Through employment, 75% of the restitution clients will have the ability to complete their restitution contracts successfully.

None of the eight clients was a restitution client.

Objective #6: Of the juvenile offenders who complete the Renewal Unlimited training program, 60% will leave having completed their GED.

Internal project records are checked quarterly by the Director of Personnel Services. Six clients have left the project; of those six, three clients (50%) had completed a GED program.

Objective #7: To increase the percentage of positive placements of juvenile offenders from 0% to 50% by providing them with work experience.

All clients entering the project are provided with work experience. "Positive placements" was defined as securing employment upon leaving the project. Six clients have left the project; three of those six (50%) secured employment.

III. Summary

In the process of compiling information for this report, PES staff heard favorable comments regarding the value of Renewal Unlimited's overall program for the area it serves, since Sauk County has no other local program serving delinquents and/or offenders.

However, PES staff identified two major issues regarding the WCCJ-funded Juvenile Offender Project. First, both in terms of the cost per client and for the measurement of objectives, the number of clients involved in this project is small. As stated in the grant application, Sauk County has a juvenile crime problem, but it has very few adjudicated delinquents. This fact leads to the second issue.

The Juvenile Offender Project has been funded as a local dispositional alternative to juvenile institutionalization. However, there is no indication the project has been used as such by the Sauk County Court, and little indication there are enough adjudicated delinquents in Sauk County to warrant a project funded as a dispositional alternative. Since Judge Karch of Sauk County has written a letter supporting the project, PES staff contacted him to determine

his level of support. His comments have been summarized in Appendix B of this report. He gave his "wholehearted support" to the program as a diversion alternative but could not say he had used the program as a dispositional alternative to institutionalization.

Client Number	Entered Project	Referral Source Co	GED mpletion	Juvenile Justice System Contacts While in Project	Left <u>Project</u>	Positive Placement (Job) Upon Leaving Project
1	11-30-78	Police	No	No	Still in Project	
2	6-21-78	Police	No	No	7-24-78	Yes
3	8-14-78	Police	Мо	No	11- 3-78	No
4	/ 6 - 5 - 78	Police	Yes	No	1-11-79**	**
5	8-14-78	Police	Yes	No	11-30-78	Yes
6	12-18-78	Department of Social Services	No	No	Still in Project	
7 \	7- 6-78	Transfer from		No	8-28-78	Yes
_ "/		inburst Group Hom		<u></u>		·
8	12- 1-77	Police	No	No	7-14-78	No

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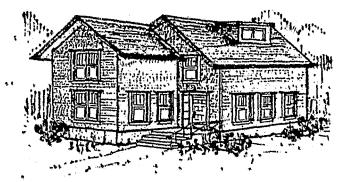
^{*}Note: Clients #1 - #5 are not adjudicated delinquents. Clients #6 - #8 are adjudicated delinquents. None of the eight clients has been referred by the Sauk County Court as a dispositional alternative. All of these clients received work training and GED services.

^{**}This client became a CETA-funded client upon reaching age of majority (1-11-79) and is still participating in the Renewal Unlimited program.

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RENEWAL UNLIMITED, INC.

Tel. 608/356-8764

147 Water Street

Baraboo, Wisconsin 53913

January 16, 1979

Jan Benda Program Evaluation Section Wisconsin Council on Criminal Justice 122 W. Washington Avenue Madison, WI

Dear Jan:

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As a result of our meeting, my staff has thoroughly combed files and gleaned data to address the questions raised. I am presenting the data here as the items relate to the funded grant application. The overall assumption of this presentation is our belief that we have appropriately addressed the grant application as approved and funded and will be judged by the definitions and goals and objectives internal to the application as approved.

Since April 1, 1978, Renewal Unlimited has admitted 41 juveniles. Of those 41 juveniles, 9 were offenders referred by police departments or the sheriff's department. Of the 9 offenders, 5 were paid training salaries with WCCJ funds and four were paid from CETA funds. Other information about the total juvenile population admitted which may be of interest is:

- a. Female 6
- b. Offenders 10
- c. Ex-offenders 4
- d. In counseling for emotional/chemical problems 4
- e. Physically handicapped I
- f. Recipients of income maintenance 4
- g. Defined as economically disadvantaged 33
- h. High school dropouts 37

By referral source, the information is:

- Referred by sheriff's department as individuals displaying delinquent or potential deviant behavior without an alternative 5
- b. Others referred by police/sheriff's departments 4

Continued .

Jan Benda WCCJ

Page Two

- c. Offenders referred by probation and parole 6
- d. Referred by juvenile supervisor 2
- e. Referred by correctional facility 1

Since April 1, 1978; participants in Renewal's programs have received 27 GED's. Other additional persons are at various stages of completion of the testing sequence. Of the 27 GED's, 17 were received by juveniles. Of the 17 juveniles receiving GED's, 7 were offenders and of those 7, three received training wages from WCCJ funds.

An analysis of termination indicates that 6 of the 10 juvenile offenders entered employment upon termination from the program. One juvenile offender remained unemployed. The remaining three are still in the program. During the same period, 18 juveniles (non-offenders) left the program, with only 8 leaving for employment.

Data to evaluate the effectiveness of the program eight months after termination is now being gathered. It was impractical to attempt to gather such data until a significant number of juvenile offenders had been out of the program for a reasonable period of time. To date, there has been one additional contact by a juvenile offender with the justice system.

Data for non-juveniles consists of:

- a. Number served from April 1, 1978 to date 61
- b. Number of offenders served from April 1, 1978 to date 23
- c. Handicapped 12
- d. Without high school education 13
- e. Economically disadvantaged 61

Termination data for non-juveniles indicates:

- a. Terminated with employment 28
- Terminated due to criminal activity or revocation of probation 3

You further requested that we respond to the question - How many juveniles would have had further contact with the justice system without our intervention? This is a highly judgmental area, subject to gross error. However, our best judgment is that as many as eleven of the juveniles might have had serious difficulties without our intervention.

You have requested that we justify the positions required for this project. I would start that justification by citing page 6, paragraph 3 of the grant application, in which it states that the "funds being requested of WCCJ will be used to facilitate expansion of the Renewal program described in the previous paragraphs." Note that previous paragraphs define the program on

Jan Benda WCCJ

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an agency wide basis. Additionally, page 7, paragraph 4 states that "based upon the projection that 1/3 of the working population will consist of juvenile offenders, Renewal Unlimited is asking that 1/3 of the total operating cost of the agency be funded utilizing WCCJ funds." The specific positions funded are:

- 1. Administrative:
 - a. Executive Director
 - b. Technical Supervisor (partial administrative)
 - c. Bookkeeper
 - d. Administrative Secretary.
 - e. Tool and Material Coordinator (partial administrative)
- 2. Participant Training
 - a. Educational Coordinator
 - b. Tool and Material Coordinator (partial training)
 - Technical Supervisor (partial training)
 - d. Group Supervisors (partial training)
- 3. Participant Services
 - a. Director of Personnel Services
 - b. OJT Coordinator
 - c. Group Supervisors (partial services)

The role of the administrative group is similar to that performed in other programs except for the Technical Supervisor. The role of that position is to coordinate the work projects in which the participants are engaged. Additionally, since the projects are carpentry related, the position represents the repository of information and expertise necessary for the group supervisors to perform their jobs. Further, the Technical Supervisor is directly involved in the carpentry related training of the participants where appropriate.

The Group Supervisors are the direct day-to-day training front of the program. Each Group Supervisor is in charge of a group of 3 to 9 participants, size dependent on the intensity of attention deemed necessary for the participant. Juvenile offenders are deemed to need more intense effort than other participants. The role of the supervisor is two-fold: 1) to teach carpentry skills and to move the participant toward a job completion, the importance of which is fully explained in the grant application, and 2) to give direct and immediate feedback on acceptable and unacceptable behavior, thus modifying behaviors of the participants and making them more employable.

The Tool and Material Coordinator is an essential component of the program. The roles played by the position are: 1) inventory maintenance, 2) purchasing, 3) yehicle maintenance, 4) some training in tool usage.

The Director of Personnel Services is the intake point of the program. In addition to intake, he designs each participant's program individually,

Jan Benda WCCJ

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using such occupational testing instruments as might be appropriate. Then, an assignment to a Group Supervisor is made. Periodic evaluation and counseling sessions occur between the participant, the Group Supervisor, and the Director of Personnel Services thereafter.

The Educational Coordinator is the person who does all tutoring toward the GED. Additionally, the Educational Coordinator provides direct feedback within the tutorial setting in much the same way as the Group Supervisor does in the skill training setting.

The OJT Coordinator does job development for program participants. The results of these efforts can be seen in the relatively higher percentage of juvenile offenders who leave for employment than the juvenile non-offenders, who do not have access to this service.

In regard to restitution, three program participants were on court ordered restitution as a condition of probation. However, one became an adult prior to the setting of the amount of restitution. A total of \$872 has been collected from the two remaining persons.

Attached please find a letter from Judge Karch. As I have explained, things are pretty informal in Sauk County. Judge Karch is now reviewing the files of all of our juvenile offenders to determine which of them would have been proper subjects for dispositional alternatives if the cases had reached them. We expect a letter from him on that subject shortly, and it will be delivered to you as soon as possible.

Ronald M. Sommer Executive Director

RMS/1fc Encl. 0

SAUK COUNTY CIRCUIT COURT BRANCH 1

P.O. BOX 30 BARABOO, WISCONSIN 53913

January 15, 1979

Dr. Ronald Sommer Renewal Unlimited, Inc. Baraboo, WI 53913

Dear Sir:

In support of your submission of a grant application to WCCJ, I advise that I have been previously and am now familiar with your program. I have on occasion accepted dispositions in juvenile delinquency matters where the individual was permitted to remain in the community conditioned on his continued participation with you.

In the event you can provide for the same, I would expect to consider your program as a dispositional alternative in appropriate cases and would appreciate having it available.

James W. Karch

very truly yourd,

JWK: cng

RENEWAL UNLIMITED, INC.

Recommend Advisory Committee Personnel to be Submitted to Board of Directors January 22, 1979.

- 1. Tom Kolb Probation and Parole
- 2. Lois Drapin U.W. Baraboo (teaching in federal prison)
- 3. Michael Sickles former program participant
- 4. Joseph Viney attorney
- 5. Steve Sardeson Sauk County Social Services

Summary of Telephone Conversation with Judge Karch of Sauk County Court on January 19, 1979.

Judge Karch was contacted on January 19, 1979 by PES staff in order to clarify his level of support for Renewal Unlimited's Juvenile Offender Project. Specifically, since the Juvenile Offender Project has been receiving WCCJ funds from program areas addressing local dispositional alternatives, it was necessary to determine whether or not the Sauk County Court has been using Renewal Unlimited as a dispositional alternative to institutionalization for juvenile offenders.

Judge Karch indicated, upon review of a list of nine juvenile clients sent to him by Ron Sommer, that:

- 1. Of the nine names, four had been through juvenile court at some time, and one had been waived to adult court. However, in no instance involving those nine did Judge Karch use the Juvenile Offender Project as an alternative disposition.
- 2. Of the nine names, Judge Karch believed he could single out cases where the client was given an informal disposition, was later referred to the Juvenile Offender Project by another source (police, social services, etc), and has not returned to his court. This might indicate that the Juvenile Offender Project can divert clients from further juvenile justice contacts.
- 3. Judge Karch stated there is no one on the list of nine with a restitution order from the juvenile court. It is possible that a juvenile waived to adult court could be on a restitution contract with the adult court.
- 4. Those clients referred by probation/parole could have been waived to adult court or could be juveniles on after-care from previous institutionalization.
- 5. It is possible that the Juvenile Offender Project's clients might have had further juvenile justice contact with the Sauk County Court if they had not been participating in the program but there is no way to know this for sure.

In summary, Judge Karch cannot say he has used the Juvenile Offender Project as an alternative to juvenile institutionalization. However, he reconfirmed his support of the project, especially as a delinquency diversion program.

Copy of Employee Timesheet for Renewal Unlimited

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January 22, 1979

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To:

Grant File #77-15C-SC-06-7 and (78-9-SC-3116-7)

From:

Jan Benda

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Subject:

Renewal Unlimited, Inc., - Trip Summary

On January 10, 1979 an on-site visit was made to Renewal Unlimited in Baraboo, Wisconsin to discuss their Juvenile Offender Project. The visit was made by Mike Moskoff and Jan Benda of WCCJ's Program Evaluation Section, and Barb Franks of WCCJ's Program Planning Section. The purpose of the visit was to collect information regarding the project's first-year activities and progress toward meeting its stated goals and objectives. This information will be used in writing a monitoring report and in formulating refunding recommendations to the Executive Committee for their meeting on February 21, 1979. The project has applied for second-year funding (Grant Application #79-9A-SW-3299-9) and was approved by the Southwest Regional Criminal Justice Planning Council on November 29, 1978.

The Juvenile Offender Project has been in operation (using WCCJ funds) since April 1, 1978. The last Quarterly Report submission was September 30, 1978, providing information for six months of operation from which to analyze data. The functions of the site-visit were to collect more recent data and to clarify any questions regarding the project's operations and its refunding grant application. To achieve these goals, the attached list of questions was used as a basis of discussion.

In addition to this list of questions, other issues were discussed during the two and one-half hour visit. WCCJ staff met with the Project Director, Ron Sommer, and the Director of Personnel Services, Marc Jensen.

As a result of the meeting, Ron Sommer agreed to send the following information to WCCJ:

- 1. A list of the members of the advisory committee;
- Clarification of the WCCJ-funded positions and more specific job descriptions;
- 3. An estimate of the number of juveniles the project director believed had been diverted from the juvenile justice system through participation in this project;
- 4. Specific client data relating to the project's goals and objectives:

January 22, 1979 Page 2 Grant File Memo

- A discussion of the number of restitution clients and their contracts; and
- 6. A letter of support from the Sauk County Court.

Two key issues were of concern to WCCJ staff members during this visit. One major concern was that the project appears to be of a diversionary nature rather than a dispositional alternative, yet the project is funded in WCCJ annual program areas addressing local dispositional alternatives. The second concern was with what appeared to be a high client cost, considering the number of juveniles being served. Both of these issues were discussed at length and will be researched more closely after receiving the requested information from Ron Sommer.

JB:mjn

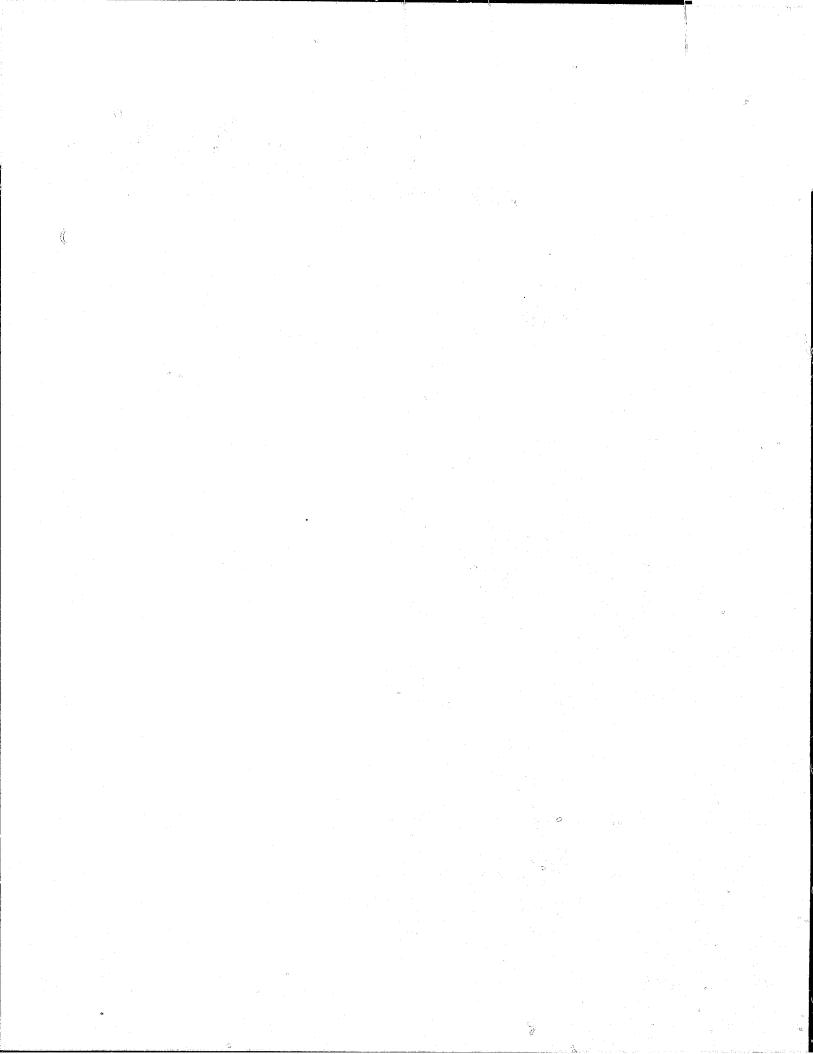
cc: Mike Moskoff
Barb Franks
Tim Holthaus
Judy Dynia
Ron Sommer

Summary of Questions Discussed During On-site Visit to Renewal Unlimited

(January 10, 1978) (1:30 to 4:00 p.m.)

- 1. What support does the project receive from the Sauk County Court?
- 2. How many juveniles are diverted from the juvenile justice system using this project as a dispositional alternative?
- 3. Why is this project funded under Program 9A-Local Dispositional Alternatives?
- 4. Does the project director work 40 hours per week with Renewal Unlimited?
 - a. What is the project director's relationship with the Rock Valley Metro Council?
 - b. Does the project director teach at Milton College and/or Whitewater now?
- 5. Why have there been only 45 clients so far?
- 6. How many clients have been referred from law enforcement, the courts, social services, etc.?
- 7. It appears that the per client cost is \$1,500. Is this accurate?
- 8. Why does Probation and Parole have fewer than a dozen juvenile cases, as stated in the grant application?
- 9. Is there really an increase in juvenile crime in Sauk County, as stated in the grant application? If so, what is the extent of increase?
- 10. Why is WCCJ funding this project, rather than total funding coming from DHSS or the State Manpower Council?
- 11. Why is WCCJ paying for the reconstruction of run-down housing?
- 12. How many clients have been seen since September 30, 1978 (last Quarterly Report)?
- 13. Why are there so few adjudicated delinquents in Sauk County and so few sent to correctional institutions? (If the numbers reported are accurate, are the numbers large enough to sustain this project?)
- 14. What types of conferences have the staff attended?
- 15. Who holds which jobs? (Match resumes with job descriptions.)
- 16. Were first-year special conditions met?

- 17. If clients are still attending school, when do they work?
- 18. What sort of contracts do the restitution clients have?
- 19. Quarterly Reports don't mention Objective #7; why not?
- 20. What sort of records are being kept? Where?
- 21. How are WCCJ clients distinguished from other clients?
- 22. Has an advisory committee been set up yet?
- 23 How is "recidivism" measured?
- 24. What sort of staff time sheets have been developed?
- 25. Who has referred restitution clients?
- 26. What are other funding sources for the project?



END