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FACILITIES FACETS



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WINTER 1985

DIRECTOR'S DIRECTIONS

In a recent article in "Handicapped Americans Reports" (12/27/84), the publication presented Madeleine Will's vision of vocational rehabilitation. It was interesting, challenging and, in some respects, disturbing.

It was interesting because Mrs. Will presented her view of what has been happening and what she feels should be happening. She clearly comes across as being interested in seeing the disabled individual in competitive employment.

It is challenging because Mrs. Will is obviously interested in placing the most severely disabled in employment. "We know that the severely disabled can function in the marketplace. . . it's a question of the kind of support that's provided," Will said in the article. She goes on to espouse the "Supported Work Model" as the way that vocational rehabilitation should be prepared to move into the future.

It is disturbing because those who are shaping policy do not recognize the sheltered workshop as an important part of this process. They continually refer to workshops as "warehouses" from which few if any people move on into competitive employment.

I hold a different view of our New Jersey facilities. I do not see our facilities as Workshops, I see them as Vocational Rehabilitation Facilities. We have tried to stress over the years that sheltered employment is not a terminal program. Our Assistant Commissioner, Grace Applegate, recently

initiated the Placement Incentive Program as evidence of this view.

I urge each of you to take a careful look at what is being said and what is being written today. There are those who would entirely scrap the sheltered workshop concept rather than refine it. We must be prepared to point out that we are a legitimate form of the supported work model and we must point to the fact that we do place people in competitive employment.

It is proposed that millions of dollars be spent on these new concepts. In my opinion, if even a fraction of this money were spent on the existing facility programs we could deliver the results that are desired. I am proud of the service delivery system that we have mutually developed and are continuing to develop here in New Jersey. Let's all take the time to let people know about our efforts and accomplishments.

"SUPPORTED EMPLOYMENT: THE NEW REVOLUTION"

The following article is copied over in its entirety from Handicapped Americans Reports (December 27, 1984)

To Madeleine Will, head of handicap rehabilitation services for the Reagan administration, the truth hurts.

The truth is, she says, that thousands of severely mentally retarded people are being kept in day activity centers or sheltered workshops when they could, with

"SUPPORTED EMPLOYMENT: THE NEW REVOLUTION" (con't)

ongoing support, hold jobs in the competitive marketplace.

The truth is that the federal government spends about \$20 billion a year on Medicaid, Social Security and other welfare programs supporting "dependency," and a little more than \$1 billion a year on vocational rehabilitation (VR) state grants to restore disabled people to employment, she says.

The truth is, she says, that there are built-in disincentives in the welfare system that discourage mentally retarded people from seeking work for fear of losing medical and other cash benefits.

But if these funding and other obstacles are hurdled, supported work programs can move many mentally retarded people out of institutions and unrealistic work settings and into competitive employment. Under supported work programs, mentally retarded people receive on-the-job training and continued help at the workplace.

"We know that severely handicapped people can function in the marketplace. . . it's a question of the kind of support that's provided," Will said in a recent interview. Will is assistant secretary for the Office of Special Education and Rehabilitative Services (OSERS) in the Department of Education (ED).

Old Ways: States and the federal government now spend millions of dollars, mainly through Medicaid reimbursements, to run sheltered workshops and day activity centers. At the same time many state officials admit that activity centers and workshops have serious flaws, and philosophically cannot support them.

Day activity centers are geared for the profoundly retarded and autistic, and provide "busy work" for them with no pay. Critics have nicknamed the centers "human warehouses" because they provide little

chance for the client to progress, and because in many states where sheltered workshops are overcrowded, day activity clients who make progress cannot move into the workshops. Sheltered workshops employ mentally retarded people at subminimum wages to do contract work such as stuffing envelopes.

Paul Puccio, director of the New York mental retardation office, sees the same flaws in sheltered workshops as in institutions for the mentally retarded: in many cases the workshops are too large, segregate the mentally retarded from normal workers and keep them in artificial work settings. Similarly, according to one Maine rehabilitation specialist, the workshop system fosters "vocational retardation," not normalization.

"If we believe in independence we must believe in work," says Puccio. That means placing the mentally retarded client in the actual workplace alongside normal workers.

Sheltered workshops still operate on the premise that the profoundly retarded can take what they learn in the workshop and apply it to another job. But the supported work model, recognizing that clients cannot easily transfer knowledge, provides on-site training in each particular job, says Will.

Another premise of the supported work model is that the profoundly retarded client can remain on the job only with ongoing support from a job counselor, which is expensive. One justification for a costly support system is that a day activity client who was dependent becomes a taxpayer.

Although there are no specific funds for supported work programs, they are not just a pipe dream, Will maintains. Programs can be set up using "existing monies in a more creative fashion," she says. For state agencies for the mentally retarded, this could mean taking money out of day activity and sheltered workshop programs and putting it into supported work.

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Mental retardation program directors back this shift, but with reservations. Supported employment will not work if the federal government maintains its policy of cutting off Medicaid and Supplemental Security Insurance (SSI) benefits once a person earns a certain income, says Bob Gettings, head of the State Mental Retardation Program Directors Association.

Inflexible: Even if money were taken out of day activity programs and sheltered workshops to finance ongoing job support, it would not replace the Medicaid and SSI benefits a client would lose by working, says Gettings.

SSI payments stop when a person earns above \$314 a month, according to the Social Security Administration. The supported worker would still need help initially at that salary, and the burden of restoring those benefits would fall on the states, Gettings says. The federal government would have to develop a flexible policy of phasing out SSI benefits before states would buy into the supported work model, he adds.

For vocational rehabilitation (VR) directors, the funding strategy is less defined. Will says she is asking VR agencies for short-term, initial training support and points to the extra \$100 million Congress approved for VR state grants this year as one way the agencies could help finance supported work. VR officials say they are not opposed to paying for the training as long as the Reagan administration realizes that on-the-job training is costly and VR agencies would not be able to rehabilitate as many clients as before.

Other administration officials say that monies should be shifted from other support programs like Social Security, yet admit that bringing about that kind of change could take years.

Grants: But the program is still an experiment--one that OSERS is giving high priority. Sometime in January ED will announce the guidelines for a \$5 million grant competition to set up supported work models in five or six states. The work models should be geared to employing profoundly retarded people now in day activity programs, and must show cooperation between VR agencies, state Offices of Mental Retardation/Developmental Disabilities and other state agencies in the funding plan. "Cooperation is a must," says Will. ED "won't accept a plan without it."

The three- to five-year grants will allow a handful of states to experiment with mixing different social service monies, including Job Training Partnership Act and Title XX funds, to finance the model.

In another step, Will announced early this month that as a result of an agreement between OSERS and the Council of State Administrators of Vocational Rehabilitation, each state VR agency voluntarily will develop a supported work demonstration model, to experiment with the program on a small scale.

"SUPPORTED EMPLOYMENT MODEL UP-
AND-RUNNING IN VIRGINIA"

Supported employment in Virginia has evolved from a federally funded experiment to a state-funded program, a process the Reagan administration hopes will occur in other states as supported employment models prove successful.

Since 1978 Virginia's "Project Employability" has placed 155 people with severe to mild retardation in competitive employment. These people, with an average I.Q. of 60, otherwise would have been judged "unready" for vocational rehabilitation (VR), or already had received VR training, lost their jobs, and could not get further VR training.

"SUPPORTED EMPLOYMENT MODEL UP- AND-RUNNING IN VIRGINIA" (con't)

Developed initially through a federal grant by Virginia Commonwealth University (VCU), the project now is funded by the Virginia VR agency and the state Office of Mental Retardation/Developmental Disabilities (OMR/DD).

Shared Costs: Under the model, the VR agency pays for the initial training at the job site until the client is "stabilized." The OMR/DD picks up the cost of continuing support services for the worker.

Project Employability operates in Richmond, Norfolk and Virginia Beach, Virginia, where VCU has research and training (R&T) centers. Although the initial training is expensive, the program is cost-effective in the long run, and a welcome alternative to the unrealistic and stagnant atmosphere of the sheltered workshop, according to Mark Hill, director of employment services at the Richmond R&T Center.

In January, the Richmond R&T Center will mail information on how its supported work program operates, along with a cost analysis, to rehab and OMR/DD agencies in every state.

Training: The VR-supported training period lasts about six months and costs an average of \$3,600 per person, says Hill. Compared to the time and money VR usually spends to train a mentally retarded client in a sheltered workshop, supported work is more costly. But Hill says mentally retarded people historically have been slighted by VR. The VR agency will spend more than \$3,000 to rehabilitate someone with a physical disability, he says.

But the usual three-month, \$18.00-a-day sheltered workshop cost is "cheap therapy," says Hill. The workshops rarely place clients in jobs, don't prepare them for a realistic work setting, and often cannot provide one-on-one counseling because of overcrowding, Hill contends.

The Virginia VR agency pays R&T Centers to provide the on-the-job coach. This "vendor" status has two benefits for the agency, VR Director Al Dickerson explains. It solves the problem of VR counselors neglecting other clients to devote extra attention to supported workers, who require more time and energy to train.

Also, "VR counselors are generalists, not specialists," and lack the expertise to train these clients, says Hill. Counselors at the R&T Center specialize in training the mentally retarded.

The actual training period has three phases, with progress measured by the less time the job counselor spends with the worker on the job.

In the first phase of training, which lasts about eight weeks, the job coach spends a lot of time acclimating the client to the work place and training them for the particular job. During this time, the coach usually performs most of the job's duties so that the employer does not have to settle for lower production rates while the client learns the job.

The second, or fading/adjustment, phase also lasts about eight weeks. It begins when job-coach intervention is reduced to 33 percent of the time the worker spends on the job, and ends when coach participation time drops to 20 percent or lower.

The worker enters the final, or stabilization, phase somewhere below the 20 percent intervention level, when the need for job coach participation levels off.

Stabilize: During this phase, the VR agency monitors the worker for another 60 days to be sure he or she has reached his or her maximum independence level. The client then becomes the responsibility of OMR/DD for follow-up monitoring and assistance.

VR is not expected to stay with a worker who cannot get below a 33 percent coach-intervention level, says Hill. If a worker cannot achieve that level of independence,

"SUPPORTED EMPLOYMENT MODEL UP-
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he or she then becomes the responsibility of OMR/DD, which can either stay with the worker on the job, or decide that competitive employment is not the best setting for that client.

Even though follow-up assistance for a supported employment worker may continue indefinitely, the costs to OMR/DD still are far less than the cost of maintaining the same client in a sheltered workshop, explains an official from another supported work program in Washington state.

According to Candice O'Neill, consultant to the OMR/DD in Washington, the OMR/DD spends \$3,000 a year to keep a client in a sheltered workshop, compared to \$600 annually to provide ongoing support for a client on the job.

Since 1982, Washington has operated supported employment programs statewide and has placed 225 mentally retarded persons in competitive jobs, says O'Neill. The average cost of initial training in Washington is about \$5,200--more expensive than in Virginia because Washington places more severely retarded workers in jobs, O'Neill explains.

Success: Of the 155 people placed on jobs in Virginia, over two-thirds stayed at work for over six months, and 49 percent are still working, according to Hill.

Hill says the success rate could have been much higher if the program had been funded adequately from the beginning and if follow-up services had been provided in all three areas where the program is operating. OMR/DD has not yet established follow-up services in the Richmond area, he says.

Virginia VR Director Al Dickerson considers the program a success. A \$3,600 training tab is not expensive when you consider it costs \$38,000 to keep the same person in a institution, he says.

"In Virginia, we're always on the lookout to do something in a better way.

GOODBYE - GOOD LUCK

Henrietta Lee is moving on. Henrietta was a moving force in the opening of the Edison Sheltered Workshop and has served as it's director since 1981.

We would like to take this opportunity to thank Henrietta for her contribution to the rehabilitation community during her tenure and wish her luck in her new undertaking.

CORNELL CORNERSupervisory Management

The course has been designed to provide middle managers with the basic skills necessary to effectively manager workshop staff.

May 29-31, 1985
Center for Tomorrow
SUNY Buffalo
Amherst Campus
Amherst, NY

Application Deadline:

May 3, 1985

Forward to Basics: Supervision of
Clients

For first-line supervision employees who provide supervision to clients in production and rehabilitation areas of rehabilitation facilities and sheltered workshops.

WHEN:

April 24-26, 1985

9:00 a.m. - 4:30 p.m. Wed/Thur

9:00 a.m. - 4:00 p.m. Friday

CORNELL CORNER (con't)

WHERE: Holiday Inn-University Area
701 E. Genesee Street
Syracuse, NY

Application Deadline:

March 29, 1985

Further Information:

Contact Ronald B. House or Ann Van DeMark at the Rehabilitation Facility Administration Program, NYSSILR-Cornell University, Ithaca, New York, 14853, (607) 256-7727.

EXERCISE FOR WHEELCHAIR BOUND INDIVIDUALS

In a recent issue of The National Industries for the Severely Handicapped (NISH) newsletter it was reported that there is now available an audio-cassette tape at a cost of \$16.75. The audio-cassette tape was developed by Janet Reed.

Here's how to order your copy:

"WHEELCHAIR WORKOUT
WITH JANET REED"
12275 Greenleaf Avenue
Potomac, MD 20854

Make checks payable to Janet Reed or call Janet at 301-279-2994.

ADMINISTRATION "RECOMMENDS" FY 1986 BUDGET PROPOSALS -- ASKS THAT STATE GRANTS BE FROZEN AT CURRENT FUNDING LEVELS -- SEEKS \$17 MILLION IN CUTS FROM DISCRETIONARY PROGRAMS.

Today, February 4, the Administration submitted to the U.S. Congress the President's Budget for Fiscal Year 1986. This constitutes the starting point for the Congress in its deliberations on FY 1986 Congressional Budget Resolutions, as well as its eventual consideration and passage of the various Appropriations bills for Federal Government.

Let your voice be heard, contact your representative to let your view be known.

NEW PUBLICATION ANNOUNCED

RPM Press recently published:

VOLUME II: THE INDUSTRIAL ENGINEERING HANDBOOK FOR SHELTERED WORKSHOPS

This completely new book is designed to accompany its predecessor, The Industrial Engineering Handbook for Sheltered Workshops: Volume I.

The Handbook also includes over three dozen different sample flow charts, contract bids, production schedules and related case studies designed to make it a powerful production management and in-service training tool for workshop personnel; fifteen-day Money Back Guarantee Cost, \$32.50 each postage paid. Order from RPM Press, 223½ North Jefferson, Wadena, MN 56482, 1-218-631-4707.

NEW YORK UNIVERSITY OFFERS COUNSELING DEGREE

New York University-School of Education Health, Nursing, and Arts Professions, Rehabilitation Counseling Department has announced a new opportunity.

Earn an M.A. Degree in Rehabilitation Counseling with a specialization in Employment Services with traineeships available to full-time students with full tuition and monthly stipends.

The rehabilitation counselor, through a combination of goal-directed counseling and coordination of services, assists disabled individuals to attain their maximum employment potential. The Employment Services program in the Rehabilitation Counseling Department creates a new approach for the employment aspect of the rehabilitation process.

NEW YORK UNIVERSITY OFFERS COUNSELING DEGREE (con't)

The rehabilitation counselor is trained to evaluate and counsel disabled persons to prepare for and obtain employment. The Employment Services Specialist takes the process further, and will:

- * deal directly with a wide variety of employers
- * translate the realities of the labor market and corporate hiring practices to the rehabilitation team
- * transmit career information to counselors and clients
- * educate clients in the skills and techniques for defining career goals, securing and retaining employment
- * assist corporations in managing the hiring, retention and promotion of disabled workers
- * develop current labor market and career planning information.

While obtaining the basic elements of rehabilitation counseling training, the students in this program will also:

- * Take courses in NYU's Graduate School of Business Administration in Managing Organizational Behavior, Human Resources Management, and Assessment of Personnel and Performance
- * Complete a joint internship in business and a rehabilitation facility.

If you are interested in more information, please contact:

Professor Eileen Wolkstein
Rehabilitation Counseling
Department
New York University
50 West 4th Street
New York, NY 10003
Phone: 1-212-598-3242

COST STUDY REPORT FOR FACILITY VR AND EXTENDED EMPLOYMENT PROGRAMS IN FISCAL YEARS 1982-83

Our Grants Management and Audit Staff recently completed their review of the VR (Evaluation and Work Adjustment and Training) and Extended Employment program costs in 24 vocational rehabilitation facilities on the basis of their annual auditor's reports for fiscal years ending between August 31, 1982 and June 30, 1983.

In each review the cost of the facility's VR and Extended Employment program costs were reviewed for reasonableness, allocability, and appropriateness to the programs and services provided, in accordance with Principles and Procedures for Determining Costs of Rehabilitation Facility Programs, Services, Issued April 1, 1982.

It is our opinion that this report, as summarized below, demonstrates that DVRS funding policies have, or could have provided sufficient funding for facility program managers to operate these programs at levels of service consistent with our own DVRS requirements, if they were managed in a cost-efficient manner, and they effectively utilized all other resources available to them.

Below is a comparative schedule of the average VR program costs and DVRS fees paid for them during FY '82-83, as determined by the cost reviews described above. The VR program costs and fees for 1984-1985 are projected over them at an annualized inflation rate of 5 percent.

Vocational Rehabilitation Program Costs (Basic VR Program)

	1982	-	1983
	VR		VR
Per Diem Range (22 Fac.)	Costs		Fees
High	\$ 18.62		\$ 11.75
Medium/Mean	12.50		11.75
Low	7.54		11.75

COST STUDY REPORT FOR FACILITY VR
AND EXTENDED EMPLOYMENT PROGRAMS IN
FISCAL YEARS 1982-83 (con't)

Per Diem Range (22 Fac.)	1984	-	1985
	VR Costs		VR Fees
High	\$ 20.00		\$ 13.00
Medium/Mean	13.43		13.00
Low	8.10		13.00

	<u>Budgeted 32 FAC.</u>
EE Eligible Contract Program Costs, FY 83	\$ 5,064,236
EE Program Appropriation/Rev.	3,895,000
Eligible Costs Funded, FY 83	====76.9%====
EE Eligible Contract Program Costs, FY 84	\$ 5,312,424
EE Program Appropriation/Rev.	5,000,000
Eligible Costs Funded, FY 84	====94%====
Eligible EE Contract Costs Estimated Funded, FY 85 & FY 86	====90%====

	<u>Actual 21 FAC.</u>
EE Eligible Contract Program Costs, FY 83	\$ 3,691,665
EE Program Appropriation/Rev.	2,869,520
Eligible Costs Funded, FY 83	====77.7%====

EE Eligible
Contract Program
Costs, FY 84 Not Completed

EE Program
Appropriation/Rev. " "

% of Eligible Costs
Funded, FY 84 " "

Our cost study disclosed that 12 out of 22 facilities reported on received program service fees in excess of those costs determined therein to be reasonable by us, compared to only 3 out of 22 which reported gains in the EE programs. Combining these program costs and fees in facilities, we found that only 6 out of the 22 facilities could have reported gains (excess of revenues over expenses) on their total workshop programs. Obviously, a major portion of a workshop's operating loss occurred in the EE program which was significantly under-funded during the '82-83 fiscal period. However, in the following FY 84 year, an increase of 25% in the funding for this program was requested and obtained by us to cover an estimated total program deficit of 16% in the previous year.

This cost study further disclosed that the average facility incurred \$43,000 per year in costs which were considered by us as being potentially unreasonable, or unallowable, compared to an average of \$68,000 per year received in local community support which could have been allocated to, or offset these costs; neither of these were included by us in the above schedule.

After we did consider and include both these items in our gain or loss computations, we found that 14 out of 22 facilities reported average net operating gains in their annual reports on their total vocational rehabilitation programs of \$32,000 per year, compared to the

COST STUDY REPORT FOR FACILITY VR AND EXTENDED EMPLOYMENT PROGRAMS IN FISCAL YEARS 1982-83 (con't)

remaining 8 facilities which reported an average net operating loss on them of \$77,000.

This report seems to indicate and even support a conclusion that between 60% and 70% of New Jersey rehabilitation facilities operated their workshop programs efficiently within the DVRS funding structure in effect during the 1982-1983 period, and the current (increased) funding levels noted above should significantly increase this number in the current year.

We will complete a similar cost-study during the next 9 to 12 months, and review the adequacy of our fees and contract awards at that time, accordingly.

QUARTERLY STATISTICS FOR THE FIRST QUARTER OF FEDERAL FISCAL YEAR 1985

Two computer generated printouts are attached to the newsletter.

One printout depicts first quarter (FFY 85) quarterly statistics (as reported by the individual facilities).

The second printout, a graph, depicts a comparison of quarterly statistics between the first quarter of FFY 1984 and the first quarter of FFY 1985.

Please refer to the attachments for this information.

SEE ATTACHMENTS

Published Quarterly by
New Jersey Department of Labor

Office of Human Resources
Grace C. Applegate - Assistant Commissioner

Division of Vocational Rehabilitation Services
George R. Chizmadia - Director
Adrian Marinelli - Assistant Director
John D. Kelliher - Chief, Rehabilitation Facilities Programs

James Agre - Facilities Specialist
Carroll J. Mrowicki - Facilities Specialist
Allen L. Waters - Facilities Specialist
Lawrence G. Conti - Work Activity Training Center (WATC) Project Director
Robert F. Voorhees - Facilities Auditor
Laurette M. Walsh - Technical Assistant

All Communications to:

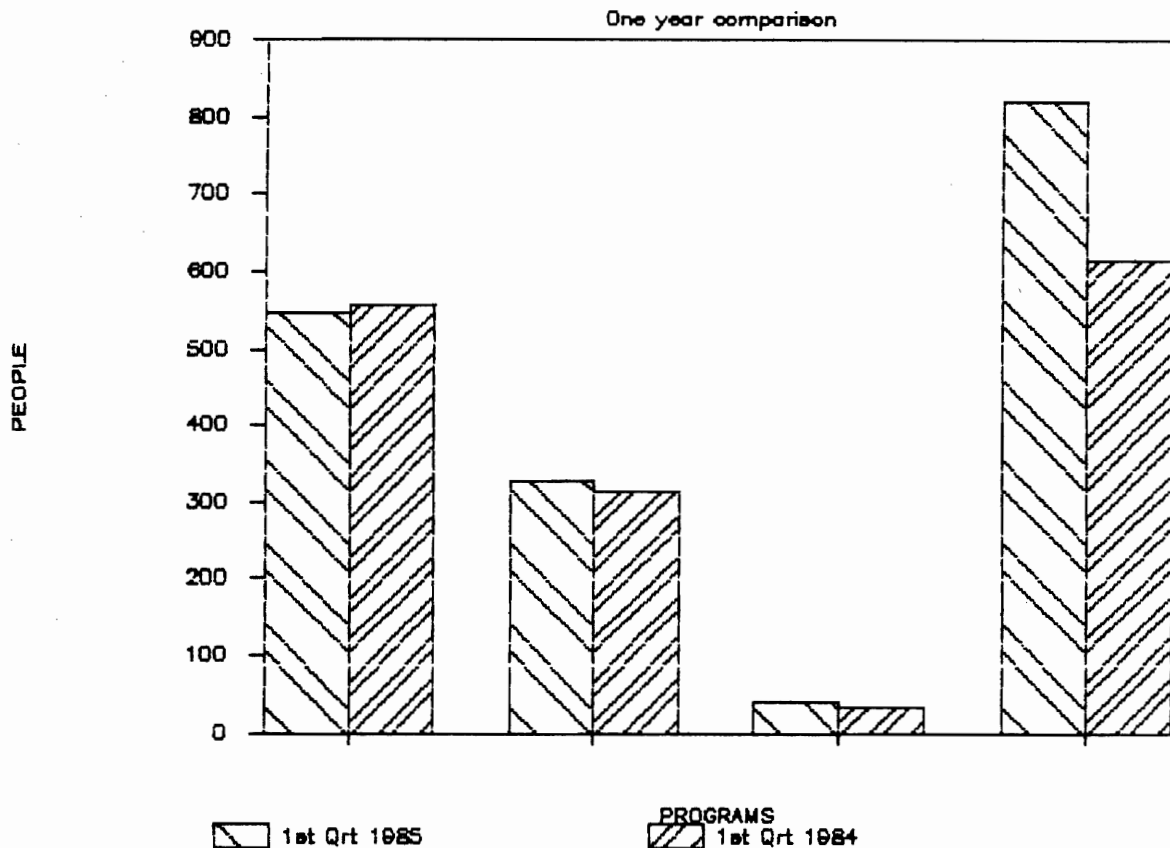
Laurette M. Walsh, Editor
Facilities Facets
New Jersey Department of Labor
Division of Vocational Rehabilitation Services
C N 398
Trenton, New Jersey 08625-0398
Phone: (609) 292-7496
TTY/TDD Phone: (609) 292-2919

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Traditional

Facility Name	DVRS	Start	Start	Start	Other	Avg D	AvgLg	AvgLg	Wait	Drop	Drop	Drop	Comp	Shelt
	Refer	Eval	WAT	Skill	Spon	Attnd	Eval	WAT	List	Eval	WAT	Skill	Place	Wage
Abilities NW	3	2	5	0	0	8	8.0	15.0	0	1	2	0	0 \$0.00	3 \$0.91
Abilities So.	35	35	29	0	31	110	10.0	18.0	0	16	8	0	7 \$3.52	2 \$3.35
Assoc Craft	20	16	8	0	11	69	7.0	20.0	0	11	0	1	9 \$3.35	6 \$0.83
A C O C	8	9	2	0	0	38	10.0	18.0	0	0	0	0	1 \$5.62	12 \$0.93
August Hoehne	10	11	11	0	32	46	9.2	18.0	0	2	1	0	0 \$0.00	5 \$1.01
Boland Rehab	47	33	13	6	41	56	10.0	18.0	0	14	0	6	3 \$4.00	9 \$0.67
Camden OTC	11	11	4	0	6	11	10.0	18.0	0	1	0	0	0 \$0.00	0 \$0.00
Cumberland	37	27	23	0	46	71	10.0	18.0	0	8	1	0	6 \$3.80	21 \$0.78
Edison SW	0	0	0	0	1	10	0.0	9.0	1	0	0	0	0 \$0.00	1 \$1.15
Friendship H	29	39	19	5	174	116	10.0	18.0	0	11	7	0	18 \$3.35	11 \$1.47
Goodwill NJ	107	66	25	10	11	75	8.0	12.0	0	20	2	0	25 \$4.76	2 \$1.87
Goodwill So.	18	19	1	0	0	15	10.0	18.0	0	7	4	0	5 \$4.00	6 \$1.61
Highlands	9	11	6	0	32	47	9.0	18.0	0	6	0	0	1 \$4.00	1 \$0.50
H O T C	19	17	12	7	87	81	5.0	8.9	0	10	4	0	6 \$4.07	1 \$1.01
Jersey Cape	16	10	5	0	0	10	4.0	10.0	5	0	0	0	3 \$3.60	1 \$1.10
JVS	36	26	9	0	0	54	9.0	31.0	1	12	5	0	5 \$3.91	5 \$1.49
Joseph Fineman	See August Hoehne													
Monmouth CVR	34	26	15	0	44	71	2.5	3.0	0	17	5	0	4 \$3.35	2 \$2.22
OC Essex	35	26	13	0	64	79	9.0	18.0	0	7	2	0	3 \$4.25	16 \$1.17
OC Hudson	17	14	6	0	12	37	7.6	18.0	0	3	4	0	2 \$3.68	3 \$1.15
OC Union	17	12	8	0	42	87	8.0	28.0	0	5	0	0	7 \$3.50	7 \$1.27
OTC Handi. CK	20	9	3	3	35	35	9.0	23.0	0	1	1	6	5 \$3.82	4 \$0.89
OTC Burlington	29	29	25	0	3	60	10.0	27.0	0	15	4	0	4 \$3.75	9 \$1.10
OTC Mercer	7	13	7	3	4	22	7.5	18.0	0	1	2	0	1 \$3.50	2 \$1.40
Ocean Co.OC	12	10	20	0	36	18	8.0	16.0	0	3	1	0	2 \$3.35	7 \$0.99
Raritan Valley	30	27	22	0	47	90	10.0	27.0	0	12	4	0	3 \$3.60	13 \$1.28
St.John of God	14	7	7	0	3	12	10.0	18.0	9	1	0	0	3 \$3.35	1 \$0.66
Salem Co. OC	1	9	3	0	1	24	10.0	18.0	0	0	1	0	0 \$0.00	2 \$1.49
Thrift Shop Un	5	3	2	6	0	6	8.0	12.0	1	2	0	1	0 \$0.00	2 \$0.87
VISA	closed													
West Essex	53	24	15	0	9	0	5.0	18.0	1	6	3	0	5 \$3.90	6 \$1.19
West Hudson	0	0	1	0	0	0	10.0	18.0	0	0	0	0	0 \$0.00	0 \$0.00
Wrk Opp Ctr	8	8	10	0	47	47	9.0	18.0	0	1	0	0	1 \$3.35	8 \$0.83
State TOTALS	687	549	329	40	819	1405			18	193	61	14	129 \$3.87	168 \$1.12
Year Ago	706	557	313	35	614	1269			42	197	81	8	108 \$3.74	160 N/A

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The above graph demonstrates the fact that Traditional Workshop program activity has remained unchanged over the last year. The minimal decrease in evaluation starts is offset by a slight increase in Work Activity Training and Skill Training starts.

The most noteworthy change is the dramatic increase (614 to 819) in the number of clients sponsored by programs other than DVRS.

