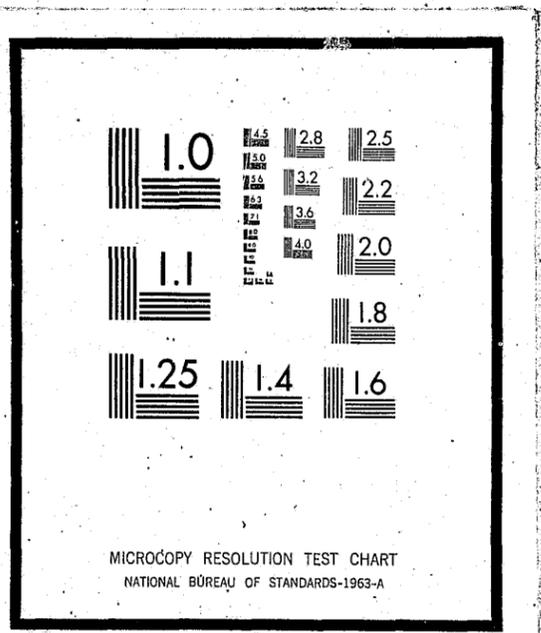


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GOVERNOR'S COMMISSION
ON CRIME PREVENTION
AND CONTROL

180 DEGREES, INC.
(Community Re-entry Center)

16692

PROJECT EVALUATION

180 DEGREES, INC.
COMMUNITY RE-ENTRY CENTER

A Preliminary Evaluation Report

prepared by

Project Evaluation Unit

Governor's Commission on Crime Prevention and Control

May, 1974

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A. THE 180 DEGREES PROJECT

1. Background Information

180 Degrees Incorporated is a halfway house for adult multiple-offenders who are chemically dependent. The project will accept any adults who have histories of (i) extensive involvement in the criminal justice system and (ii) chemical dependencies with drugs or alcohol. Most clients have come to 180 Degrees from correctional institutions. Consequently, we can classify 180 Degrees as a re-entry program for ex-offenders.

The residential facility is located at 236 Clifton Avenue in south Minneapolis. The neighborhood in which the residence is located is described as ideal for 180 Degrees by the project director. It is composed of nursing homes, board and care homes, apartments and office buildings, but no single family dwellings in the immediate area. Consequently, 180 Degrees can maintain a low profile in its neighborhood and does not stand out as a special project. The particular location on Clifton Avenue near a limited-access freeway isolates the house from traffic in the area. This, too, is thought of as an advantage for the project. However, the house is located near major bus routes in Minneapolis. Consequently, although it is not on major traffic routes, the isolation does not affect residents' access to transportation.

The facility at 236 Clifton Avenue is a very large, thirty-five room house, which had previously been a boarding home. The house includes fifteen bedrooms, with one to four residents per room, for a capacity of

twenty-five clients. In addition to the bedrooms, it has an efficiency apartment for the resident manager and his wife, a commercial kitchen and dining room, eight bathrooms, a small library, three lounges, office space for the staff, and a partially finished basement with a conference room and recreation room. A fire in the house destroyed the third floor on December 10, 1973. This caused a temporary cutback on space for residents. However, the third floor has been remodeled and 180 Degrees can now handle twenty-five clients again.

180 Degrees, Inc., has a Board of Directors which acts in an advisory capacity working with the project director, initiating program policy, sanctioning administrative policy and developing and pursuing eligible financial assistance. The Board of Directors is the legal foundation of 180 Degrees Inc., a non-profit corporation.

180 Degrees, Inc. was first funded by the Governor's Commission on Crime Prevention and Control in July, 1973. The Governor's Crime Commission awarded \$47,006.00 of LEAA funds for this project. The State of Minnesota contributed \$6,289.00 and the grantee provided \$28,440.00 for a total cash budget of \$81,735.00 for 1973 - 74. Prior to funding by the Governor's Crime Commission, 180 Degrees, Inc. began operations in April, 1973 with funds provided by the General Mills Foundation and the State of Minnesota through the Community Corrections Act.

2. Project Goals

180 Degrees, Inc. has three major goals in relation to serving ex-offenders with histories of chemical dependency: (a) To reduce the

recidivism of ex-offenders who are chemically dependent. (b) To overcome and permanently halt clients' dependency on alcohol and drugs. (c) To demonstrate the effectiveness of employing a staff of ex-offenders with prior histories of alcohol and drug dependency.

The staff has developed a number of objectives toward achieving these goals.

1. To provide a residential setting for convicted felons who have alcohol and drug dependencies and are returning to the community from correctional institutions (goals a and b).
2. To provide expertise and counseling in the areas of alcohol and chemical dependencies (goals b and c).
3. To provide a continuation of treatment programs already in progress within the institutions (goal b).
4. To serve as liaison between the client and community agencies and resources which can assist his (her) adjustment (goals a and b).
5. To establish close relationships with and provide vocational, personal and family support and referrals to clients (goal a).
6. To provide intensive pre-release counseling and program orientation to each participant (goals a and b).
7. To provide a ratio of no less than one staff counselor for every six clients (goal c).
8. To assist existing agencies in research concerning alcohol and chemical dependency problems.

These objectives reflect the background philosophy for the 180 Degrees program. Part of this philosophy is that the basis of most of the clients' problems, including involvement in the criminal justice system, are their drug and alcohol dependencies. Consequently, 180 Degrees strives to break these dependencies on the assumption that other problems can be resolved

only if the clients become independent of drugs and alcohol. Moreover, if the basis for a client's problems is removed, the problems can be dealt with successfully. A combination of in-house counseling and referral to other agencies is used to deal with all problems (objectives 2, 3, 4, 5). A second part of this philosophy is that the time clients spend in residency at 180 Degrees should be spent working on the problems themselves. Therefore, the staff makes an effort to counsel clients and prepare them for 180 Degrees prior to release from institutions (objective 6). 180 Degrees serves some clients as a continuation of treatment received prior to residency, e.g., the D-House program at the Minnesota State Prison and the Apartment program in the women's facility at Shakopee (objective 3). A third part of this philosophy involves relationships between clients and social systems. Social systems, particularly the criminal justice system, have directly affected the lives of clients. Moreover, these systems will continue to affect their lives. In relation to these systems, 180 Degrees' clients have been "losers" -- they have worked against the systems. Part of the program is to demonstrate to clients that they can be "winners" by showing them how to get the systems (e.g., Welfare, DVR, Manpower Services) to work for them and ultimately to become independent of social systems (objective 4). A fourth part of this philosophy is that ex-offenders with chemical dependencies can be served best by a trained staff with similar backgrounds. Consequently, priority in hiring staff is given to applicants who are ex-offenders or have chemical dependency backgrounds (goal c).

The ultimate goal is to reduce recidivism in the target population. 180 Degrees' philosophy is that this can most effectively be achieved by

halting the chemical dependence of its clients (goal b), which in turn is most effectively attained by using a staff of former offenders and/or addicts (goal c).

3. 180 Degrees' Staff

180 Degrees has four paid, professional staff members -- executive director, counselor-program coordinator, counselor and resident manager. There are two unpaid staff members -- a Vista Volunteer assigned to 180 Degrees and a student intern. In addition, the resident manager's wife is a registered nurse who handles all prescription medicines for residents.

Mr. Robert H. Robinson, the director of 180 Degrees, Inc., is responsible for the overall management of the program, with advice from the Board of Directors and representatives of the Department of Corrections. As the director, Mr. Robinson is responsible for all administrative activities, including financial planning and bookkeeping, keeping up-to-date administrative records, and reporting to the Department of Corrections, the Governor's Crime Commission and the Board of Directors. He is responsible for making all decisions about the program at 180 Degrees, for planning any changes in the program and for hiring a competent staff to implement the program. He also makes the final decisions on the admittance and termination of each client. He is available for counseling clients on an individual basis as needed.

Mr. S. Gainey, the counselor-program coordinator, is directly responsible to the director. Mr. Gainey is responsible for developing programs for individual clients, working with the courts, welfare and probation or

parole officers of his clients. As a counselor, he conducts group sessions in the house and provides individual counseling. He visits St. Cloud, Stillwater and Shakopee to screen applicants and provide pre-release counseling. He assumes administrative responsibilities as assigned by the director and acts as the project director in the latter's absence.

Mr. F. Cison is a counselor at 180 Degrees. He provides both individual and group counseling for clients. He is in daily contact with the residents and provides pre-release counseling in the institutions. Mr. Cison is directly responsible to the project director and assumes any administrative responsibilities assigned to him.

The resident manager, Mr. Barnes, is responsible for the interior of the 180 Degrees facility. He is in charge of seeing that the building is kept clean, that food and supplies for the house are purchased, and that residents complete housekeeping tasks assigned to them. He is responsible for planning the menus, purchasing food, and serving the meals -- although residents may provide these services under his supervision. The resident manager and his wife occupy an efficiency apartment in the residence and provide night supervision there. The resident manager is directly responsible to the project director.

All four staff members are ex-offenders; all except the resident manager are ex-felons. The director and program coordinator also have histories of chemical dependency. Two staff members are persons of minority ethnic groups. Mr. Robinson and Mr. Gainey have taken a number of courses in metropolitan-area colleges, are trained counselors for chemical dependency

programs and have completed the correctional counselor program at Lakewood Community College. Prior to joining the staff at 180 Degrees, Mr. Cison was a therapist and later director of the treatment program at Eden House. Mr. Barnes was formerly the director of the Vanguard Alcohol Treatment Center. Consequently, the personal backgrounds, experiences and training of the staff at 180 Degrees fulfill the requirements for objective 2 and goal c.

In addition to the above paid staff positions, 180 Degrees has a full-time Vista volunteer working at the project. This person is responsible for data collection on residents for the Hennepin County Alcohol and Inebriety Program and for the Governor's Crime Commission. She is also responsible for typing and filing and acts as the receptionist for the project. A part-time graduate intern works with the staff counselors, provides one-to-one counseling to clients, and acts as a liaison between 180 Degrees and other agencies working with this project's clients.

The staff of 180 Degrees participated in a three-day training session at the Community Corrections Training Center. These sessions were under the direction of Bruce McBeath. They lasted eight to nine hours per day and covered transactional and structural analysis, combined with some group interaction. Mr. Lawson, the Federal Projects Coordinator for the Department of Corrections, made arrangements with other programs to provide staff coverage for the project during the training sessions. LEAP funds are being used by the staff to attend classes at Metropolitan Community College, Antioch College and St. Cloud State College. These courses provide addi-

tional training for chemical dependency programs and group and individual counseling.

4. Program Structure

The primary focus of the 180 Degrees program is to get the client to assume responsibility for his (her) own behavior. The treatment approach of 180 Degrees is based on treatment models developed for Alcoholics Anonymous and Synanon programs. The basic elements of this approach are:

- (1) The necessity for the participant to acknowledge his (her) alcohol or drug dependency. This must be accomplished in the institutional phase of the program and is a necessary prerequisite to entry into the community phase.
- (2) The creation of a sense of responsibility on the part of each inmate or resident for every other participant in the program.
- (3) The desirability of an understanding that the participant resolve to discard his (her) drug or alcohol dependency.

The 180 Degrees program has two phases -- a screening and orientation phase which takes place in the institution and a community phase in the residential facility.

Staff members of the project make bi-weekly visits to the three adult corrections institutions to screen potential residents, explain the 180 Degrees program, and provide counseling to future residents. Although the program will accept referrals of applicants within a month of their parole hearings, counselors prefer to work with clients two to three months prior to their hearings. The counseling sessions are used to orient potential residents to the 180 Degrees program and to help clients draw up parole

plans. In developing these plans, counselors assist with contacting potential employers, vocational and educational programs, treatment programs, and family members. Through these sessions the applicant can learn what to expect from 180 Degrees and what the project will expect of the client. If the sessions are successful, clients will arrive at the residence with fully developed parole plans. Then the client and counselor can begin to implement the plan immediately.

Once a client begins working with 180 Degrees in the institution, the counselor maintains close contact with the client, the institution staff and the parole board. A potential client must sign an eight-point agreement (see sample copy on page 9A) prior to admission to the community phase. When the client's parole hearing approaches, the project staff -- with final approval of the director -- then decides whether to accept the applicant and informs the parole board of its decision.

Although the majority of clients apply to 180 Degrees and receive the pre-release counseling, a number of clients are referred to the project from other sources. For example, clients have been referred to the project by the Minneapolis Rehabilitation Center, Detox, Minneapolis Workhouse, County Jail, Meadowbrook, Hennepin County Court Services, and Anoka State Hospital. While these referrals do not provide time for pre-release counseling in many cases, all clients who enter 180 Degrees must sign the eight-point agreement.

When clients enter the community phase of the program, they are restricted to the house for seven days unless accompanied by a staff member

180 Degrees, Inc. Community
Re-Entry Center
Residential Agreement

I, _____, understand that my residency at 180 Degrees, Inc. Community Re-Entry Center, 236 Clifton Ave., Minneapolis, Minnesota, is contingent upon agreeing to, and following the established program rules as outlined below:

1. I, _____, agree to remain as a resident at this house for a minimum of 60 days. If I am on Parole from a Minnesota Correctional Institution, I, _____, agree to sign an addendum to my Parole Agreement stating that my Parole will be revoked if I leave the program before completion of the 60 days, either by absconding or eviction for failure to abide by the conditions as set forth in the residency agreement.
2. I, _____, agree not to bring any alcohol or drugs upon the premises of the residence. Any prescription medicine will be turned over to the Resident Manager, or the Nurse for dispensing.
3. I, _____, agree to attend all regularly scheduled House meetings, except in the event I have a bonafide employment or activity. This is to be verified and approved by the Operations Director or the Program Coordinator. No unapproved activities will pre-empt House meetings.
4. I, _____, agree not to leave the premises for seven days after arrival, unless accompanied by a staff member, or persons authorized by the Director or the Program Coordinator.
5. I, _____, agree that all of my visitors will be approved by the Staff of 180 Degrees, Inc., and will be off the premises by midnight.
6. I, _____, agree to sign out and in when leaving the premises, understanding that this is for my individual protection as well as the security of the House.
7. I, _____, agree to perform my share of the household chores, and keep my personal quarters clean and neat.
8. I, _____, agree that any auto operated by me will not be used to provide transportation for any other resident unless given direct permission from the Director or the Program Coordinator.

signed _____
Future Resident

signed _____
Witness

signed _____
Witness

Date: _____

or other person (e.g., parole agent) authorized by the project director or program coordinator. By signing the "Residential Agreement" the client has agreed to remain at the residence for a minimum of sixty days. With the exception of the seven-day restriction to the house, 180 Degrees does not use a set pattern of steps or phases from intake to termination. Mr. Robinson does not believe such a pattern would work in this project because 180 Degrees works with complex people who need guidance and reinforcement but individualized programs. The seven-day restriction is imposed for two reasons: First, many of the project's clients are too anxious to try to implement their parole plans. Given their histories of education, employment and chemical dependencies, it is very likely that their plans will not proceed smoothly. This may lead them back toward chemical dependency. Consequently, the seven-day restriction helps overcome the impatience of residents when they arrive at the facility. Second, most residents have a pattern of behavior in the community which will lead them back to the institutions. The seven-day restriction helps break this pattern. The staff also believes that a minimum of sixty days is needed to work with clients to the point where they may become responsible and self-supporting.

The rules for residents at 180 Degrees are designed to allow clients as much personal freedom as possible within the context of the program. The following are non-negotiable rules for living at 180 Degrees.

- (1) The client will have made a personal commitment to participate in the program.
- (2) The client is responsible for his (her) own behavior, subject to the wishes and approval of his group.
- (3) The client will abide by the wishes of the group in leaving the premises alone.

- (4) The client will be responsible for the maintenance and cleanliness of his (her) own quarters.
- (5) The client will not be allowed to remain inactive; i.e., clients must be employed or actively pursuing educational, vocational or other personal interests or involved with community activities such as H.I.R.E., AMICUS or MRC.
- (6) Clients must be actively involved in drug or alcohol therapy through attendance at such organizations as Alcoholics Anonymous, out-patient therapy groups, Granville House, Johnson Institute, MRC, and so on.

In addition, by signing the Residential Agreement, clients agree to attend all regularly scheduled house meetings unless the project director or program coordinator approves any absences. After the seven-day restriction, residents may come and go on their own (with approval of the group) provided that they sign in and out. Residents also may have visitors in the house. Residents are encouraged to think of 180 Degrees as their own home while in residency.

When a new resident joins 180 Degrees, he is oriented to the facility, intake information is recorded, and a counselor is assigned to him. If he is eligible for welfare, a staff member will take him to the welfare office. Depending upon the content of the parole plan, the client may enroll in education or training programs, apply for employment help with Manpower Services or H.I.R.E. and make arrangements to enter a treatment program for chemical dependency. After the initial restriction period, he is assigned to one of two counseling groups.

Each group meets twice a week for one to three hours per session. These sessions are led by staff counselors and concentrate on the clients'

problems. Some meetings will concentrate on one client's problems, while other meetings will work on problems facing a number of group members. The purpose of the group sessions is to impress clients that they are responsible for their own behavior. The group also works on recognizing the danger signals of each one's problems and developing methods for resolving problems. Group sessions will confront a client with critical analysis of his (her) behavior and use peer pressures to get the individual to change poor behavior patterns. Staff counselors are trained to work with chemically dependent clients and use the group sessions to work on problems of chemical dependency. But 180 Degrees is not strictly a treatment program for chemical dependencies. As was noted above, clients are referred to other treatment programs for treatment of their drug or alcohol dependencies.

Some group sessions deal specifically with problems that arise in the residence. Opportunities to discuss residential and programmatic needs and services are provided in these group sessions. However, because clients are not in residence on a long-term basis, the project staff retains authority to determine house policies. Part of one group meeting each week is used to determine job assignments for the upkeep of the facility.

The group sessions are the primary counseling vehicle for 180 Degrees. Each client also is assigned to an individual counselor with whom he (she) meets as needed. The individual counseling sessions vary from client to client, and range from daily meetings to once-per-week meetings. However, staff members are available for individual counseling twenty-four hours a day. Intensive individual counseling may be provided by staff counselors or by referral to community resources.

Individual problems related to employment, education and training are handled by referral to proper agencies, e.g., H.I.R.E., Metropolitan Community College or D.V.R. Part of the 180 Degrees methodology involves using available agencies instead of trying to replicate services within the project. Part of an individual client's beginning to accept responsibility for his behavior involves learning to use those community resources available to help him.

After the initial restricted period of residency, clients work toward becoming independent of 180 Degrees. Clients are released from residency when they have demonstrated that they are capable of maintaining themselves and have accepted responsibility for their behavior. The decision to move out of the house is made by the client on the advice of the staff. For some clients, the parole agent may have to be involved.

If a client leaves the house without permission or misses required group meetings, the project director with advice from the staff may place the client back in the restricted phase. Clients are terminated from the program if they commit new offenses, have their probation or parole revoked, or bring non-prescription drugs or alcohol into the house, although they will not be terminated for instances of drug use outside the house. Again, the project director has final authority over whether to terminate a resident for unsatisfactory behavior. A client may be terminated if he refuses to communicate with the staff or to work on his problems. The director will notify the client's agent if he decides to terminate the client.

Although the end of the residential phase marks the end of a client's

formal involvement in the 180 Degrees program, former clients are welcome to return for counseling. Some clients have continued to attend group counseling sessions after they moved out of the house. Former residents are also welcome to move back into the house if they face problems that can be helped this way. 180 Degrees vows to help all clients who are willing to help themselves and need assistance.

To determine the social climate in this and other community-based corrections projects, the Evaluation Unit administered a "Correctional Institutions Environment Scale" (CIES).¹ This scale, composed of nine subscales, is designed to measure three dimensions of social climate: relationship, treatment program, and system maintenance.² The relationship subscales provide measures of the extent to which residents become involved in the project, the extent to which residents support each other and are supported by the staff, and the extent of free expression within these relationships. Treatment program subscales assess the orientation of a project's treatment program. System maintenance subscales assess the extent to which the project operates in a clear, orderly, organized manner. The CIES can be used to provide descriptions of a project, to compare resident and staff perceptions of the project, to assess program changes over time, and to contrast different projects with each other. While we are interested in all four of these uses, in this report we are concerned only with the first two uses of the CIES.

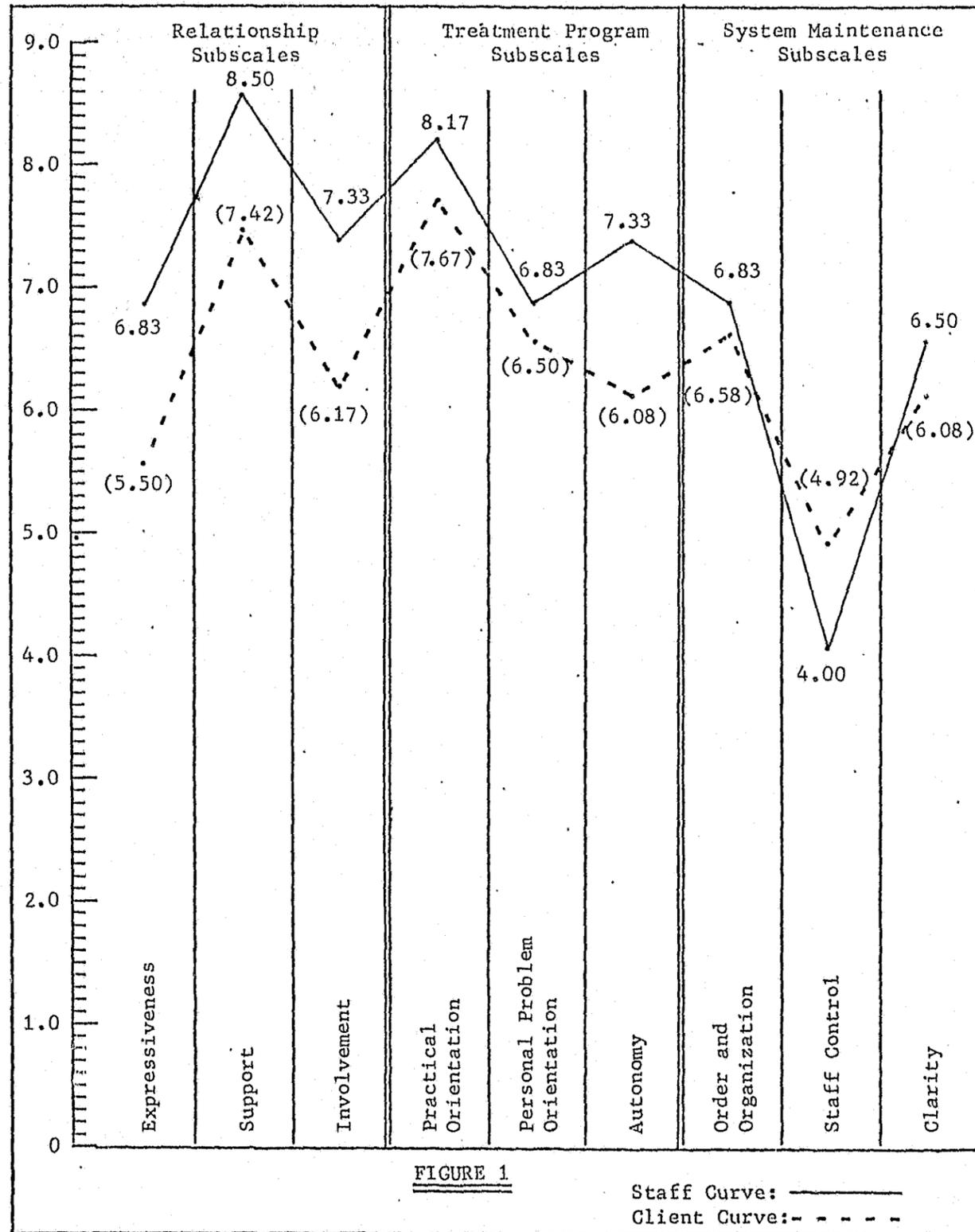
¹This scale was developed at the Social Ecology Laboratory of Stanford University under the direction of Rudolf H. Moos. It has previously been used in both correctional institutions and residential facilities.

²Appendix 1 provides the subscales and their definitions for each of these dimensions.

The CIES is composed of eighty-six statements which are labeled "true" or "false." These eighty-six items are organized into nine subscales of nine or ten items each. We are interested in the mean scores on each subscale of both residents and staff. To arrive at this figure for each subscale, we computed each resident's score, totalled the scores for all residents and divided this total by the number of residents. The same procedure was used to arrive at a mean score for the staff. Figure I (on page 16) presents the mean scores for staff and residents.

In analyzing these results, we should expect some differences between how the staff perceives the program and how residents perceive it. We should look for differences in mean scores of approximately 2.00 or greater before we conclude that staff and residents view the program differently.

Without going into detail on the results of the CIES, we can point out some features of 180 Degrees on the basis of these results. First, the mean scores for residents and staff do not differ significantly on any of the nine subscales. The largest absolute difference between the means for 180 Degrees staff and residents is 1.33 on the expressiveness subscale. Second, the highest means for both staff and residents are for support and practical orientation. This indicates a high degree of support by the staff for the residents and among the residents themselves and a strong orientation of the program toward preparing residents for leaving the facility. Both of these results are to be expected in a project which (i) is staffed by ex-offenders and (ii) is a re-entry center functioning as a transition from correctional institutions. Third, practical orientation has a higher mean than personal



problem orientation, indicating a stronger emphasis on preparing clients for leaving the project. However, personal problem orientation also receives much emphasis at 180 Degrees -- as should be expected in a program using group techniques. Fourth, the lowest mean scores for both staff and residents are for staff control, the least emphasized dimension of the program.

B. 180 DEGREES CLIENTELE

The data for this report were collected on January 11, 1974, and include all residents who entered the program from August 1, 1973 until the time of data collection. Clients served by 180 Degrees prior to August 1 are not included in this report. The data collection forms we are using for our evaluations were not ready until late 1973. Consequently, we do not have complete information on all items on all residents. But we do have most of the required information on the most recent residents. That is, on some items we have information on all clients, while on other items we only have information on the more recent clients. Given that our data includes all clients from August, 1973 through January 11, 1974, this is a report of the first five and one-half months of operation under LEAA funding.

The target population for 180 Degrees, Inc. includes youthful offenders and adults who (i) have chemical dependencies on either alcohol or drugs or are borderline psychotics and (ii) have histories of involvement in the criminal justice system including incarceration. 180 Degrees accepts both females and males who fulfill these criteria.

1. Demographic Characteristics

From August 1, 1973 through January 11, 1974, 180 Degrees had 55 clients

of whom 92.7% (51) are male and 7.3% (4) are female. The age range of these clients is from 18 to 60 years old, while the mean age is 34 years, 9 months. Of the client population, 89.1% (49) is white, 5.5% (3) is black, 3.6% (2) is Indian and 1.8% (1) is Latin American. A majority of the 180 Degree clients come from the metropolitan area, including 50.9% (28) from Hennepin County and 10.9% (6) from Ramsey County, although 20.0% (11) reside in other states, 12.6% (7) in other Minnesota counties and 5.5% (3) have no known permanent address or residential location.

The educational background of the clients ranges from fifth grade through three years of college. The mean number of years of school completed is 11.3, although 67.3% (37) clients had completed high school, acquired a G.E.D., or entered college prior to admission to 180 Degrees. At the time of admission, only three clients were enrolled in academic programs. Of the 55 clients, 49.1% (27) were never married, 3.6% (2) were married, and 47.3% (26) were divorced or separated.

2. Socio-Economic Characteristics.

In general, 180 Degrees clients have two strikes against them in terms of employment possibilities -- they are ex-offenders and they are chemically dependent on drugs or alcohol. We have information on the skill level of 53 of the 55 clients which shows that 50.9% (27) are unskilled, 20.8% (11) are semi-skilled and 28.3% (15) are skilled workers. Information on only 23 clients indicates that 43.5% (10) were employed full-time at the time of their last offenses, while 56.5% (13) were unemployed. (But we do not know how representative this is of all clients.) However, at intake to 180 Degrees,

only 7.3% (4) of the clients were employed, and 90.9% (50) were unemployed (with no information on one case). The mean wage for last occupation of these ten clients was \$3.90, although the median wage was nearly a dollar less: \$2.97. Table I gives a rough indication of the types of occupations 180 Degrees clients have had based on their last occupations prior to intake. We should keep in mind that most of the clients had jobs in the lower status positions in each class.

Classification	Number	Percent
Professional, Technical and Managerial Occupations	3	9.1%
Clerical and Sales Occupations	1	3.0
Service Occupations	5	15.2
Machine Trades Occupations	7	21.2
Bench Work Occupations	6	18.2
Structural Work Occupations	2	6.1
Miscellaneous Occupations	9	27.3
TOTAL	N = 33	100.1%

Although the employment picture at intake is not very encouraging, 180 Degrees clientele, as a group, do not have major financial problems. For example, of the 54 clients on whom we have information, 92.6% (50) have no dependents, 1.9% (1) has one, 1.9% (1) has two, and 3.7% (2) have four dependents. We have information on 41 clients indicating that 80.5% (33)

report no financial problems, 14.6% (6) report minor financial problems, and 4.9% (2) report major financial problems. However, this rating was based on immediate financial needs. Those with major financial problems had a number of outstanding debts which would be difficult to meet. Those with no financial problems had no immediate debts and, as residents of the project, did not have to worry about immediate living expenses. A more revealing picture of clients' economic status is probably given by the employment at intake and the clients' primary source of income at intake. Of 54 clients on whom we have information, only 5.6% (3) of the clients report themselves as their primary source of income, while 46.3% (25) report government assistance, 46.3% (25) report the \$100.00 they receive at release from institutions, and 1.9% (1) had income from a training program.

The majority of 180 Degrees clients come to the project from correctional institutions or treatment programs. Of the 54 clients on whom we have information on living situation immediately prior to intake, 56.9% (29) were in correctional institutions, 25.5% (13) in other treatment programs, 7.8% (4) were living by themselves, 5.9% (3) with friends or relatives, 2.0% (1) with parents, and 2.0% (1) had no residence.

3. Correctional History

All 180 Degrees clientele have been arrested as adults. However, we have information on the number of adult arrests on only fifty clients. Of these fifty, the number of arrests varies from 1 to 97, with a mean number of arrests of 8.4 and a median number of 3.1 adult arrests. We have information on the number of gross misdemeanor and felony convictions on 36

clients. Of these clients, 5.6% (2) had no convictions for gross misdemeanors or felonies, 25.0% (9) had one conviction, 25.0% (9) had two convictions, 11.1% (4) had three, 16.7% (6) had four, 8.3% (3) had five, 5.6% (2) had fourteen, and 2.8% (1) had fifteen. The mean number of gross misdemeanor and felony convictions was 3.6 convictions.

Although most of the clients have spent time in adult institutions, we have accurate information on the number of months spent as inmates in adult institutions on only 22 clients. Of these 22, the range of time spent as inmates varied from zero months in institutions to 33 years. The mean number of months is 92, while the median number is 30.5 months. Of 52 clients, the legal status at intake was as follows: 1.9% (1) awaiting adjudication, 15.4% (8) on probation, 61.5% (32) on parole, 13.5% (7) discharged and not on parole, and 7.7% (4) other status - including work release.

We have information on 54 clients with respect to their most recent offenses. No offense was recorded for 16.7% (9). (We must keep in mind that the requirements for admission are (i) history of correctional involvement and (ii) chemical dependency or severe behavior problems. 180 Degrees does accept clients who fulfill these criteria even though their involvement with the criminal justice system has not been recent.) Of the rest of the 180 Degrees population, 70.4% (38) were convicted for one offense, 9.3% (5) for two, and 3.7% (2) for three offenses. Of those who committed offenses, 20% (9) were convicted of robbery, 17.8% (8) of burglary, 13.3% (6) of assault, 20% (9) of forgery or theft by check, 13.3% (6) of narcotics violations, and 15.6% (7) of other offenses.

Information on 51 of the clients shows that 31.4% (16) have spent no time in institutions for their present offense -- including the nine clients with no present convictions. For the 35 clients who did serve time in institutions for their present convictions, the number of months served varied from 3 to 96. The mean number of months served for the present conviction was 19.6 months.

4. Client Activities

Once a client is admitted to 180 Degrees as a resident, he (she) begins planning and working toward an independent placement. After the seven-day restriction, clients may enroll in education or vocational training programs, begin employment and enroll in treatment programs. Although 180 Degrees is designed to serve clients with problems which require special treatment, the project actively encourages clients to use community resources for dependency problems. The rationale for this approach is that such problems will not be resolved in the relatively short time during which clients reside in the house. Consequently, if they are to overcome dependency problems, they should enroll in community programs which will provide a continuity of treatment during and after residency.

180 Degrees clients are referred to agencies for education, vocational training and employment, dependency problems, and financial assistance. The following list shows the more frequently used agencies.

- A. EDUCATIONAL PROBLEMS: Metropolitan State Community College, for college courses. (Metropolitan State also has a chemical dependency course which staff members have taken. Student interns from Metropolitan State and from St. Cloud State College have used 180 Degrees as a field placement.)

- B. VOCATIONAL TRAINING AND EMPLOYMENT: MRC, for job-seeking skills, vocational training, vocational evaluation, job placement; Department of Manpower Services, for job placement; MDTA, for training; H.I.R.E., for job-seeking skills and job placement; Amicus, for job placement; and DVR for training, vocational evaluation and employment counseling.
- C. DEPENDENCY PROBLEMS: Detox, for crisis placement of clients; MRC, for group therapy for chemically dependent; NARA; Alcoholics Anonymous; General Hospital's Alcoholism Therapy Unit; Eden House Therapeutic Community, for hard core addicts; Abbot Hospital's Partial Hospitalization Unit, for mental health problems.
- D. FINANCIAL ASSISTANCE: Hennepin County Welfare, room and board for clients; Social Security; and Veteran's Service Office of Minnesota, room and board.

For some clients, treatment programs occupy full days, while other clients may have jobs and attend treatment programs in their spare time.

The main program activity in the residence is group and individual counseling, which were previously discussed. Residents are also responsible for the upkeep of the house and preparation of meals. Individual responsibilities for in-house jobs are assigned weekly during group meetings.

C. PROJECT SERVICES

1. Clients Served

From August 1, 1973 through January 11, 1974, 180 Degrees had served 55 clients, including 42 clients who had completed residency in the project. Although the project was funded to serve 12 clients at a time, the facility at 236 Clifton has a capacity for 25 clients. The project staff decided to accept as residents as many clients who needed their services as the project could afford. Consequently, during this reporting period the average number

of clients served per day has been 14.8 clients. This includes a period during which admissions had to be halted because a fire destroyed one wing of the residential area on the third floor. Even with this necessary reduction in clientele, 180 Degrees has been operating at above-capacity level in terms of the funding allocation throughout the reporting period.

2. Project Staff

180 Degrees employs four full-time, paid staff members. During this reporting period, the project also had the services of a Vista volunteer and a graduate student intern placed at the project. As was noted previously, three of the paid staff are ex-felons, all of the paid staff had chemical dependencies, two are minority group members, and all are male -- although the two unpaid members are female.

Project staff have had seminars in transactional analysis, Gestalt therapy and guided group interaction through the Community Corrections Training Center. Staff members have also taken chemical dependency courses through the Metropolitan State Community College.

3. Project Services

To assess the project services we asked that the project record the most immediate needs of 180 Degrees clientele at the time of intake to residency. Although 42 clients have completed residency, we will be concerned with the needs of and services provided to 41 clients because one client absconded the same day residency began. Thus, 180 Degrees had an opportunity to provide services to 41 clients who have completed residency. Of the most immediate needs, most fall into five major categories. Of these 41 clients,

97.6% (40) required basic survival needs; 92.7% (38) required group counseling; 78.0% (32) required job counseling, referral or placement; 61.0% (25) needed drug treatment or counseling; and 39.0% (16) needed alcohol treatment or counseling. Table II shows the needs of 180 Degrees clientele.

TABLE II		
<u>CLIENT NEEDS AT INTAKE TO 180 DEGREES</u>		
Need Description	Number	Percent (N = 41)
Basic Survival Needs	40	97.6%
Group Counseling	38	92.7
Job Counseling, Referral or Placement	32	84.4
Drug Treatment, Counseling	25	61.0
Alcohol Treatment, Counseling	16	39.0
Personal Support	9	22.0
Mental Health Treatment	5	12.2
Educational Services	4	9.8
Family Counseling	2	4.9
Pre-Vocational Evaluation	1	2.4
Vocational Training	1	2.4
Financial Counseling	1	2.4
Diagnostic Services	1	2.4

The methodology of 180 Degrees involves treatment of these needs by the project staff or by referral. Table III shows which services are provided by the staff and to which agencies clients have been referred for their most immediate needs.

TABLE III			
PROJECT SERVICES AND COMMUNITY REFERRAL AGENCIES MEETING CLIENTS' NEEDS			
Need	% In Need	Project Service To Meet Need	Referral Agency
Basic Survival Needs	97.6	Room and Board	Hennepin County Welfare
Group Counseling	92.7	Group Therapy	Restitution Center; Eden House
Job Counseling/Referral/Placement	84.4	Individual Counseling	DVR; Manpower Services; MRC; Restitution Center; H.I.R.E.; Amicus; NARA
Drug Treatment/Counseling	61.0	Group Therapy and Individual Counseling	A.A.; DVR; Eden House; MRC; Restitution Center; NARA
Alcohol Treatment/Counseling	39.0	Group Therapy and Individual Counseling	A.A.
Personal Support	22.0	Group Therapy and Individual Counseling	NARA
Mental Health Treatment	12.2	Individual Counseling	Hennepin County General Hospital; University of Minnesota
Educational Services	9.8		DVR; Metropolitan Community College; University of Minnesota

TABLE III CONTINUED			
PROJECT SERVICES AND COMMUNITY REFERRAL AGENCIES MEETING CLIENTS' NEEDS			
Need	% In Need	Project Service To Meet Need	Referral Agency
Family Counseling	4.9		
Financial Counseling	2.4	Individual Counseling	
Pre-Vocational Evaluation	2.4		DVR; MRC
Vocational Training	2.4		DVR

One of the keys to assessing the efforts of the project is to determine whether clients receive services for those needs identified at intake as "immediate." For a project or agency may provide services to a client and yet not serve the client's most immediate needs. Thus, to determine whether 180 Degrees clients receive the services they need, we cross-tabulated their most immediate needs with the services they received. In the five major groups of needs, we found that 100.0% (40) of those requiring basic survival needs received them while in the project; 100.0% (38) requiring group counseling received it; 88.0% (22) requiring drug treatment received it; 93.8% (15) requiring alcohol treatment received it; and 84.4% (27) requiring job counseling, referral or placement received such counseling. Moreover, the

one person requiring alcohol treatment who did not receive it was in residency for only five days. Of the five requiring job counseling who did not receive it, two were in the project less than two weeks, a third client got a job on his own, and a fourth client was enrolled full-time in a training program -- leaving one client unaccounted. Based on the evidence of the five most frequently cited categories of immediate needs and the services provided, we conclude that 180 Degrees is doing a very good job of seeing that clients receive the services they require.

TABLE IV				
SERVICES RENDERED TO 180 DEGREES CLIENTELE (N = 41)				
Need Category	Most Immediate Need Of:	Number Actually Served	Number Served By Agency	Number Served By Project
Basic Survival Needs	40	41	41	39
Group Counseling	38	41	2	41
Job Counseling/Referral Placement	32	27	26	22
Drug Treatment	25	22	11	19
Alcohol Treatment	16	15	12	13
Personal Support	9	4	1	3
Mental Health Treatment	5	2	2	1
Medical/Dental Treatment	0	2	2	0
Pre-Vocational Evaluation	1	2	2	1
Vocational Training	1	1	1	1
Educational Services	4	3	3	2
Financial Counseling	1	1	0	1
Diagnostic Services	1	0	0	0
Family Counseling	2	0	0	0
Restitution	0	1	0	1

Table IV provides a summary of all services provided by the project staff and by referral agencies. This table is based on the actual services provided. As can be seen from Table IV, services provided to clients for the five major categories of needs are jointly provided by 180 Degrees and referral agencies -- with the exception of group counseling, which is conducted in the residence by staff counselors. It appears, therefore, that through its own resources and the use of community resources, 180 Degrees is providing services to meet the needs of its clients.

D. PRELIMINARY RESULTS

While it is too early in the course of this project to provide an evaluation of the effects of 180 Degrees' services, we can provide information on the preliminary results. These will consist of assessments of the clients' success in the project, of their socio-economic status at termination from the residence, and a review of the clients' immediate needs at termination.

1. Program Success

The first measure of the effects of 180 Degrees is a measure of clients' success in the program. As was noted above, each client signs a contract with 180 Degrees prior to intake at the residential facility. If a client completes the conditions of this contract, he is said to have successfully completed his residency. Of the 41 clients with whom we are concerned, 19.5% (8) successfully completed residency. Another 19.5% (8) of 180 Degrees clients were voluntarily terminated from the program. Voluntary terminations are made for a number of reasons. For example, a client and 180 Degrees

staff may reach the conclusion that the project is not the best placement for the client. Some clients voluntarily terminate from the program to enter more rigorous treatment programs. Some are voluntarily terminated because the client has demonstrated his (her) ability to live independently of the program even though the conditions of the contract have not been fulfilled. Another client (2.4% of the population) was terminated specifically to transfer to another treatment program. Table V provides information on all terminations.

TABLE V		
<u>REASON FOR TERMINATION FROM RESIDENCY</u>		
Reason	Number Of Clients	Percent (N = 41)
Successful Completion	8	19.5%
Voluntary Termination	8	19.5
Lack of Cooperation/Poor Adjustment	9	22.0
Absconded	9	22.0
Rearrested	5	12.2
Convicted of a New Offense	1	2.4
Transfer to Other Program	1	2.4
TOTALS	41	100.0%

The most striking results are the number of clients terminated for lack of cooperation and absconding. Eighteen (44.0%) were terminated for these reasons. A number of these clients had used the project to gain parole and

were not committed to the program. However, we cannot determine exactly how many of these clients were not committed to the project. The "lack of cooperation" class also includes all clients evicted from the program. 180 Degrees has a non-negotiable rule that no one can bring alcohol or drugs (with the exception of prescribed drugs) into the house. All those who did bring alcohol or drugs into the house were evicted and terminated from the program. The staff feels that the possibility of bringing alcohol or drugs into the house without being evicted would be too tempting to the clientele and harmful to the program. "Satisfactory" reasons for termination would include successful completion, voluntary termination and transfer to other treatment programs, while the other four reasons would be "unsatisfactory" reasons for termination. On this terminology, then, 41.4% of 180 Degrees' former residents were released for "satisfactory" reasons, while 58.6% were released for "unsatisfactory" reasons.

In viewing these figures, we must keep in mind that 180 Degrees serves adult, hard-core multiple offenders who have chemical dependencies. The project's clients are extremely difficult to work with because their backgrounds are highly unfavorable for successful adjustment in a non-institutionalized environment. Given the backgrounds of these clients, 180 Degrees should not be expected to be successful with a large majority of its clients. During the initial phases of its operation, 180 Degrees did not require the contract. Because the project had problems with absconders and uncooperative clients, the contract was developed to get a better handle on clients. Project staff hoped that by requiring clients to sign a contract committing themselves to the project for at least sixty days, clients would not be

inclined to sign unless they were willing to cooperate. However, the contract method has not been as successful as the staff had hoped. The average stay for the 42 former residents was 37.4 days during the period of August 1 through January 11. But those clients terminated for "unsatisfactory" reasons averaged 30.7 days in the project, while those clients terminated for "satisfactory" reasons averaged 48.5 days. Moreover, those who were terminated for successful completion of the program averaged 64.3 days in residency. Thus, project staff appear to be correct in thinking that if they can get the clients committed for at least two months, clients will do well in the program.

In view of the results of these few months of operation, the staff at 180 Degrees was not satisfied with the in-program success of their clients. By this time they also had a better idea of the kinds of problems 180 Degrees clients have. The staff had developed plans to initiate a more intensive treatment program for some of its clients in hopes of improving their success. Although this program has now begun, it was not in operation during the time period covered by this report.

The reason for termination from the project is not the only measure of program success. In addition to helping clients overcome behavior and chemical dependency problems, 180 Degrees aims to help clients avoid returning to illegal activity and to state corrections institutions. Thus, another measure of in-program success is a measure of the legal dispositions against 180 Degrees clients. Table VI presents the most severe dispositions of clients. (Table VI displayed on following page.)

TABLE VI
DISPOSITIONS OF FORMER 180 DEGREES CLIENTS

Disposition	Number of Clients	Percent of Clients (N=42)	Percent of Known Dispositions (N=35)
No Disposition	26	61.9%	74.3%
Jail Less Than 90 Days	4	9.5	11.4
Arrest and Release	1	2.4	2.9
Felony Probation	1	2.4	2.9
Felony Charge, Restitution Made	1	2.4	2.9
Returned to Prison With New Term	2	4.8	5.7
Disposition Unknown	7	16.7	---
TOTALS	42	100.1%	100.1%

As Table VI shows, 61.9% (26) of all 180 Degrees clients are known to have no recorded dispositions at termination from residency. Of all known cases, 74.3% (26) have no dispositions. Since a major goal of this program is to reduce recidivism in terms of returns to state institutions and new felony offenses, we can classify as "successes" under this criterion all those with no dispositions, jail less than 90 days, and arrest and release. The other three classes of known dispositions will be classified as "failures."* The dispositional outcomes of 35 former residents are known. Under our criteria for "success" and "failure," 88.6% (31 clients) are

*This distinction follows that of the developers of the scale. See Kassebaum, Ward and Wilner, Prison Treatment and Parole Survival: An Empirical Assessment.

successes and 11.4% (4) are failures. We should note, however, that this measure applies to a client's status immediately following termination. It is a measure of the extent to which clients' illegal behavior is controlled while they are in the program. But the data do show that 180 Degrees does control its clients' behavior.

2. Socio-Economic Characteristics

Because most clients were residents at 180 Degrees for a relatively short period of time, most of the socio-economic characteristics show little change between intake and termination. Consequently, we will be concerned here only with those variables that do show changes.

Of the 42 clients terminated from residency, 14.3% (6) were placed in the county jail or a state correctional institution. This is a reduction from 57.1% (24) who were released from correctional institutions to the project. Moreover, of the 24 clients released from institutions, only 12.5% (3) were returned to institutions following residency.

One of the socio-economic variables that reveals a major change between intake and termination is the client's primary source of income. At the time of intake to residency, 90.5% (38) listed governmental assistance -- including state support and \$100.00 "gate money" for clients coming from institutions -- as their primary source of income. Only 4.8% (2) of the clients listed themselves as their primary source of income. But at termination, 33.3% (14) of the clients claimed themselves as the primary source of income, while 45.2% (19) were receiving most of their income through governmental assistance and the primary source for 19.0% (8) was unknown.

Another variable that showed significant change was employment status. At intake to 180 Degrees, 92.9% (39) of the clients were unemployed and 7.1% (3) were employed full-time. At termination, 21.4% (9) were employed full-time, 7.1% (3) were employed part-time, 2.4% (1) was employed irregularly through day labor, 4.8% (2) were enrolled in vocational training courses, and 61.9% (20) had no employment or training activity at termination. The employment status of 2.4% (1) was unknown. (We might also note that among the clients who were employed, one was also enrolled in college and one was enrolled in a full-time vocational training program.) The increase from 7.1% to 31.0% employment indicates the employment counseling in the project and through referral agencies was producing results.

3. Needs at Termination

As was noted earlier, one of the major efforts of 180 Degrees is to provide those services which clients need most, either in the project or by referring clients to community agencies. The effectiveness of these services can be partially determined by seeing whether there are any changes in the clients' needs between intake and termination. Table VII presents a comparison of intake and termination needs of 41 former residents. (Table VII displayed on following page.)

As can be seen from Table VII, the greatest reductions in needs were for group counseling and job counseling, referral or placement. Little change occurred for drug and alcohol counseling. But this should be the expected result of a short-term program for chemically dependent ex-offenders. We should also note that the proportion of clients needing mental health

treatment increased from 12.2% (5) to 36.6% (15). This shows, first, that roughly a third of 180 Degrees' clients need mental health counseling, and second, that the need for mental health counseling for a number of clients did not become apparent until sometime after intake. Closer screening during intake counseling with this problem in mind should alert staff to those clients who have mental health problems.

TABLE VII
MOST IMMEDIATE NEEDS AT INTAKE AND TERMINATION (N = 41)

Need	Intake Number	Intake Percent	Termination	
			Number	Percent
Basic Survival Needs	40	97.6%	34	82.9%
Group Counseling	38	92.7	30	73.2
Job Counseling/Referral/ Placement	32	84.4	19	46.3
Drug Treatment/Counseling	25	61.0	21	51.2
Alcohol Treatment/Counseling	16	39.0	17	41.5
Personal Support	9	22.0	6	14.6
Mental Health Treatment	5	12.2	15	36.6
Educational Services	4	9.8	2	4.9
Family Counseling	2	4.9	0	--
Pre-Vocational Evaluation	1	2.4	0	--
Vocational Training	1	2.4	4	9.8
Financial Counseling	1	2.4	1	2.4
Diagnostic Services	1	2.4	0	--

The changes of needs for 180 Degrees' clients has not been dramatic. At intake, clients averaged 4.4 needs while the average at termination was 3.7 needs. But we must keep in mind that (i) the clientele of 180 Degrees are adult ex-offenders who are chemically dependent and (ii) the average stay at 180 Degrees was 37.4 days. The first of these points re-emphasizes that 180 Degrees clients have deep-seated personal problems which are not easily resolved. The second point re-emphasizes that 180 Degrees has not had as much contact with its residents as would be needed to resolve their problems. Finally, we must keep in mind that 180 Degrees is a re-entry facility, not a treatment facility. Its purpose is to help clients with their problems and to refer clients to agencies which can help them solve their problems. We have already noted the high correlation between clients' problems and the services they receive.

E. COST ANALYSIS

To arrive at an estimate of the cost of the project, we will only deal with the period August 1, 1973 through December 31, 1973 (because financial reports are made on a monthly basis). During this period, 180 Degrees provided 1875 days of service to its clients -- based on the number of days each client resided at 180 Degrees. Under the grant awarded by the Governor's Commission on Crime Prevention and Control, 180 Degrees spent \$38,781.45 of LEAA award monies and cash match monies from August 1 through December 31. Of this total, \$7,681.00 was spent for equipment and construction costs. On the assumption that these costs are essentially one-time costs, we used the difference between these costs and total expenditures under the grant for a base figure on which to calculate per client costs. This base figure

is \$31,100.48. But 180 Degrees also spent \$6,767.14 of project funds not required as match for the grant award and not used for construction. Thus, the total base figure for August 1 through December 31 is \$37,867.62. Dividing this figure by the total number of days of service to clients, the average cost per client per day at 180 Degrees was \$20.20 per day. This rate is equivalent to a cost of \$7,371.56 per client per year.

F. SUMMARY

180 Degrees Incorporated is a halfway house for adult multiple offenders who are chemically dependent. The project will accept any adults who have histories of (i) extensive involvement in the criminal justice system and (ii) chemical dependencies on drugs or alcohol. Most clients have come to 180 Degrees from correctional institutions. Consequently, we can classify 180 Degrees as a re-entry program for ex-offenders.

180 Degrees, Inc. has three major goals in relation to serving ex-offenders with histories of chemical dependency: (a) To reduce the recidivism of ex-offenders who are chemically dependent. (b) To overcome and permanently halt clients' dependencies on alcohol and drugs. (c) To demonstrate the effectiveness of employing a staff of ex-offenders with prior histories of alcohol and drug dependencies. The ultimate goal (goal a) is to reduce recidivism in the target population. 180 Degrees' philosophy is that this can most effectively be achieved by halting the chemical dependence of its clients (goal b), which in turn is most effectively attained by using a staff of former offenders and/or former addicts or alcoholics (goal c).

The paid staff of 180 Degrees is composed of an executive director, a counselor-coordinator, a counselor and a resident manager. In accord with

goal c, all four staff members are ex-offenders; all except the resident manager are ex-felons. The executive director and program coordinator also have histories of chemical dependency. All four staff members have had training for and experience in working with chemically dependent people. In addition to the paid positions, 180 Degrees has a full-time Vista volunteer and a part-time graduate student intern placed at the facility.

The primary focus of 180 Degrees is to get the client to assume responsibility for his (her) own behavior. The basic elements of this approach are:

- (1) The necessity for the participant to acknowledge his (her) alcohol or drug dependency. This must be accomplished in the institutional (pre-release) phase of the program and is a necessary prerequisite to entry into the community phase.
- (2) The creation of a sense of responsibility on the part of each inmate or resident for every other participant in the program.
- (3) The desirability of an understanding that the participant resolve to discard his (her) drug or alcohol dependency.

The treatment approach involves group and individual counseling in the residence and referral to community agencies. The results of the CIES show very high mean scores for both staff and residents on the support and practical orientation subscales. This indicates a high degree of support by the staff for the residents and among the residents themselves (as required in 2 above) and a strong orientation of the program toward preparing residents for leaving the facility. Both of these results are to be expected in a project which (i) is staffed by ex-offenders and (ii) is a re-entry center functioning as a transition from correctional institutions.

From August 1, 1973 through January 11, 1974, 180 Degrees served 55 clients of whom 92.7% (51) are male and 7.3% (4) are female. The age range of these clients is from 18 to 60 years old, while the mean age is 34 years, 9 months. Of the client population, 89.1% (49) are white, 5.5% (3) are black, 3.6% (2) are Indian and 1.8% (1) is Latin American. The mean number of years of school completed is 11.3, although 67.3% (37 clients) had completed high school, acquired a G.E.D., or entered college prior to admission to 180 Degrees. We have information on the skill level of 53 of the 55 clients which shows that 50.9% (27) are unskilled, 20.8% (11) are semi-skilled and 28.3% (15) are skilled workers. At the time of intake to 180 Degrees, only 7.3% (4) of the clients were employed and 90.9% (50) were unemployed (with no information on one case).

All 180 Degrees clients have been arrested as adults. Of the fifty clients on whom we have information, the number of arrests varies from 1 to 97, with a mean number of 8.4 arrests and a median number of 3.1 arrests. Information on 36 clients' gross misdemeanor and felony convictions shows that the mean number of these convictions is 3.6.

Once a client is admitted to 180 Degrees as a resident, he (she) begins planning and working toward independent placement. After a seven-day restriction, clients may enroll in education or vocational training programs, begin employment and enroll in treatment programs. Although 180 Degrees is designed to serve clients with problems which require special treatment, the project actively encourages clients to use community resources for dependency problems. The rationale for this approach is that such problems will not be resolved in

the relatively short time during which clients reside in the house. Consequently, if they are to overcome dependency problems, they should enroll in community programs which will provide a continuity of treatment during and after residency.

From August 1 through January 11, 180 Degrees had an opportunity to provide services to 41 clients who had completed residency. Of these 41 clients, 97.6% (40) required basic survival needs; 92.7% (38) required group counseling; 78.0% (32) required job counseling, referral or placement; 61.0% (25) needed drug treatment or counseling; and 39.0% (16) needed alcohol treatment or counseling. The methodology of 180 Degrees involves treatment and counseling by the project staff or by referral to community agencies.

In the five major categories of needs, we found that 100.0% (40) of those clients requiring basic survival needs received them while in the project; 100.0% (38) requiring group counseling received it; 88.0% (22 of 25) requiring drug counseling received it; 93.8% (15 of 16) requiring alcohol counseling received it; and 84.4% (27 of 32) requiring job counseling, referral or placement received such counseling. We conclude that 180 Degrees is doing a very good job of seeing that clients receive the services they require.

At termination from residence, 82.9% (34) still required some help with basic survival needs; 73.2% (30) needed group counseling; 46.3% (19) needed job counseling, referral or placement; 51.2% (21) needed drug counseling; and 41.5% (17) needed alcohol counseling. Thus, the greatest reductions of

needs were for group counseling and job counseling. Little change occurred among those who needed counseling for chemical dependency. But this is an expected result of a short-term program. We should also note that the proportion of clients needing mental health treatment increased from 12.2% (5) to 36.6% (15). This change is probably due to the need for mental health counseling not being apparent at intake. We recommend that pre-release counseling sessions explore the needs for mental health treatment more closely.

Two measures of in-program success were used for this report. First, we looked at the reasons for which clients were terminated from the program. "Satisfactory" reasons include successful completion, voluntary termination, and transfer to another program. Of the 41 clients who have completed residency, 41.4% (17) were released for satisfactory reasons -- although only 19.5% (8) were terminated for successful completion of the program. Twenty-four clients (58.6%) were terminated for "unsatisfactory" reasons, including lack of cooperation, absconding, being rearrested, and being convicted of a new offense.

Second, we looked at the legal dispositions of clients. Twenty-six (61.9%) of the 41 clients are known to have no recorded dispositions. Of all known cases (N = 35), 74.3% (26) have no dispositions. We classify as "successes" all those with no dispositions, jail less than ninety days, and arrest and release. The dispositions of felony probation, felony charge -- restitution made, and returned to prison with a new term are "failures" on this criterion. Thirty-one (75.6%) of 180 Degrees clients were successes, 9.8% (4) were failures, and 14.6% (6) were unknown. Of the 35 clients whose

dispositions were known, 88.6% (31) were successes and 11.4% (4) were failures.

At intake to residency, 90.5% (38) of the clients listed some form of governmental assistance as their primary source of income, while only 4.8% (2) listed themselves. But at termination, 33.3% (14) claimed themselves as their primary source of income, while the proportion of those relying on governmental assistance was 45.2% (19) and the primary source of income for 19.0% (8) was unknown. At intake to 180 Degrees, 92.9% (39) of the clients were unemployed and 7.1% (3) were employed full-time. At termination, 21.4% (9) were employed full-time and 7.1% (3) were employed part-time, although 61.9% (20) had no employment or training activity at termination.

From August 1 through December 31, 1973, 180 Degrees spent \$37,867.62 of LEAA monies, cash match and project funds on client-related expenditures. During this same period, the project provided 1875 days of care to its clients. Thus, for the first five months of operation, the average cost per client per day at 180 Degrees was \$20.20 per day. This rate is equivalent to a cost of \$7,371.56 per client per year.

APPENDIX I

APPENDIX I

CIES SUBSCALE DESCRIPTIONS

A. RELATIONSHIP SUBSCALES

1. Expressiveness Measures the extent to which residents are encouraged to take initiative in planning activities and take leadership in the project.
2. Support Measures the extent to which residents are encouraged to be helpful and supportive towards other residents, and how supportive the staff is towards residents.
3. Involvement Measures how active and energetic residents are in the day-to-day functioning of the program, i.e., interacting socially with other residents, doing things on their own initiative, and developing pride and group spirit in the program.

B. TREATMENT PROGRAM SUBSCALES

1. Practical Orientation Assess the extent to which the resident's environment orients him towards preparing himself for release from the program. Such things as training for new kinds of jobs, looking to the future, and setting and working towards goals are considered.
2. Personal Problem Orientation Measures the extent to which residents are encouraged to be concerned with the personal problems and feelings and to seek to understand them.
3. Autonomy Assesses the extent to which residents are encouraged to take initiative in planning activities and take leadership in the unit.

C. SYSTEM MAINTENANCE SUBSCALES

1. Order and Organization Measures how important order and organization is in the program, in terms of residents (how they look), staff (what they do to encourage order) and the facility itself (how well it is kept).
2. Staff Control Assesses the extent to which the staff use measures to keep residents under necessary controls,

i.e., in the formulation of rules, the scheduling of activities, and in the relationships between residents and staff.

3. Clarity

Measures the extent to which the resident knows what to expect in the day-to-day routine of his program and how explicit the program rules and procedures are.

END