



**Bernalillo County  
Department of  
Behavioral Health  
Services: Community  
Custody Program (CCP)  
Review Update**

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## Introduction

The Bernalillo County Department of Behavioral Health Services (DBHS) mission is to improve behavioral health outcomes in Bernalillo County through innovative, cohesive, and measurable programs, treatment services, and supports aimed at reducing the incidence of crisis and substance use disorder in the community and in the local criminal justice system. The Department of Behavioral Health Services' three divisions are Behavioral Health (BH), Substance Abuse (SA), and Driving While Intoxicated (DWI).

The Department of Behavioral Health Services administers various grant-funded supports to the community through the New Mexico Department of Finance & Administration's (DFA) Local Government Division (LGD) Liquor Excise Tax Collections (LETC).

The Department of Finance Administration's (DFA) Local Government Division (LGD) administers the statewide Local Driving While Intoxicated (LDWI) Fund that serves all 33 New Mexico counties, funded by Liquor Excise Tax Collections (LETC). The funding is allocated via three funding streams:

1. Distribution funds, which are distributed to counties quarterly
2. Competitive grants, which are awarded through an annual application process
3. Alcohol detoxification grants

Six counties, Bernalillo, Rio Arriba, Sandoval, Santa Fe, San Juan, and Socorro, are eligible for the social detoxification and alcohol treatment grant funds pursuant to Section 11- 6A-3 (D) NMSA 1978. Approximately 75% of the funds expended are distribution funds.

County DWI programs can fund activities and services within seven components:

1. Prevention;
2. Law Enforcement;
3. Screening;
4. Treatment;
5. Compliance Monitoring/Tracking;
6. Coordination, Planning, and Evaluation, and;
7. Alternative Sentencing

DBHS administers these funds and provides coordination and planning to ensure the programs funded by the grant are implemented within funding guidelines and fidelity. The coordination and planning include an evaluation component.

In FY 2023, the Center for Applied Research and Analysis within the Institute for Social Research (ISR) at the University of New Mexico (UNM), under the Coordination,

Planning and Evaluation stream was contracted to provide research and evaluation services for a variety of DBHS programs including the Metropolitan Detention Center's (MDC) Community Custody Program (CCP). As an alternative to incarceration, the CCP aims to reduce recidivism rates among non-violent offenders while decreasing alcohol and substance use for a higher possibility of successful community reintegration. The program provides community-based supervision and treatment reporting for offenders who meet eligibility criteria.

CCP allows MDC inmates who meet eligibility criteria to be out in the community instead of inside the facility while they either await trial or serve their sentence. The program is in accordance with NMSA 33-3-24, which states that the administrator of any jail, with the approval of the Board of County Commissioners and the governing body of the municipality, as applicable, may establish a prisoner release program in accordance with provisions of Sections 33-2-43 and 33-2-44 NMSA 1978.

The report, completed in June 2023, included a literature review, a review of program records, a staff survey, and a review of arrestees who were in the program between January 1, 2019, and August 15, 2022. It included 903 admissions to the program, representing 869 unique inmates/clients. Prior to this study, CCP had not been evaluated since 2006.

This study was extended in FY 2024 to enhance and expand the evaluation of the CCP. The study was expanded by extending the period of time to review recidivism, jail booking data, and DBHS data from January 2019 through April 2024 for an additional 20 months. We also proposed to enhance the study by matching study group members with health data using Health Information Exchange (HIE) data, and matching study group members to Bernalillo County Reentry Resource Center (RRC) data and MDC receiving screening data that includes risk scores. However, we were unable to obtain HIE data. This report's staff survey and program compliance sections were completed as part of the initial study and are included.

This review is designed as a process evaluation and a preliminary outcome evaluation. Process evaluations measure program implementation and the internal dynamics of how a program operates, determine whether the program operates according to its policy and design, and determine whether the design is based on best practices. Outcome evaluations measure whether and how programs have achieved their short and long-term goals. This process evaluation comprises a review of surveys completed by CCP staff and inmate record data.

This report includes this introduction, a brief literature review, a summary of the staff surveys included in the June 2023 report (a full review of the surveys can be found in the June 2023 report), and the analysis and reporting of the expanded dataset.

## Literature Review

The CCP is designed to monitor and supervise individuals booked into MDC outside of jail. House arrest programs allow individuals to serve their sentence at home under strict monitoring, essentially confining them to their residence instead of being incarcerated in jail, which means they can maintain some aspects of their normal life while still being punished for their crime, often considered a less restrictive alternative for low-risk offenders with specific conditions like employment or family responsibilities; jail involves physical confinement within a correctional facility with significantly more limitations on movement and daily activities.

Alternative to incarceration programs aim to achieve reductions in recidivism rates by providing services that assist in reducing drug and alcohol abuse, as well as providing inmates with the necessary tools to reintegrate into the community (Kleiman, 1999). Reintegration is an important factor that prepares inmates to deal with their struggles when reentering the community, such as finding employment and staying clean. Community Correction Programs (CCPs) are alternative sentencing programs that aim to reduce recidivism rates and help prevent overcrowding in jail facilities. Eligibility criteria for CCPs typically include low-level inmates, first-time offenders with non-violent offenses (Davies & Dedel, 2006). CCPs give individuals the opportunity for rehabilitation so their transition into the community is successful (U.S. Department of Justice, 2021). Community corrections programs are prevention-based programs classified as alternative sentencing, which allows inmates to receive low-intensity sanctions during a pre-trial period in lieu of a harsher arrangement that involves serving time in a jail facility post-trial with a higher level of surveillance (Kleiman, 1999).

CCPs help to mitigate the economic cost of incarceration. In 2022, the Metropolitan Detention Center in Bernalillo County had 15,323 admissions (Ferguson, 2023). In 2014, Bernalillo County reported that county funds spent on each inmate in jail averaged \$112.53 per inmate (Henrichson et al., 2015). This cost captures only funds paid by the county government, and excludes “boarding payments from other jurisdictions, grants, and inmate-generated revenues” (Henrichson et al., 2015, p. 30). Electronic monitoring systems are typically less expensive than incarceration, and costs associated with CCPs may be paid, in part, by participants in the program (Belur et al., 2020). The highest costs typically associated with CCPs are those associated with staffing and training (Belur et al., 2020).

Generally, electronic monitoring alone or as part of an intervention has not been reliably shown to impact recidivism compared to a control group (Belur et al., 2020). However, when implemented instead of a prison sentence, electronic monitoring has been shown to decrease recidivism (Belur et al., 2020). This may support the effectiveness of CCPs, as they are implemented in lieu of incarceration. Prior case

studies of CCPs have differed on whether CCPs reduced recidivism for clients post-CCP (Marion, 2002; Jones, 1991). In CCPs, prosocial modeling by CCP staff may help to reduce post-supervision recidivism rates and program non-compliance (Trotter, 1996, p. 40). The pro-social approach includes rewarding pro-social behavior, such as program compliance (Trotter, 1996). A problem-solving approach by CCP staff has been associated with reduced rates of program non-compliance (Trotter, 1996, p. 41). A problem-solving approach centers on identifying the CCP client's most significant problems and working to set ways in which the client can achieve goals to mitigate the problems (Trotter, 1996).

To effectively establish successful CCPs, programs must integrate best practices into the administration of their services. Best practices are “the objective, balanced, and responsible use of current research and the best available data to guide policy and practice decisions” (Guevara & Solomon, 2009). Best practices include the interaction between multiple processes and services, including risk assessment and violence screening, support and recovery groups, drug testing, and electronic monitoring (Guevara & Solomon, 2009).

Risk assessment and violence risk screening are vital tools to evaluate the likelihood of an inmate reoffending as well as their potential for endangering the safety of those in the community (Davies & Dedel, 2006). These assessments should be able to screen and predict violent behaviors efficiently, but not be so complex that a clinical professional is needed to complete the assessments (Davies & Dedel, 2006). Support and recovery groups such as Alcoholics Anonymous and Narcotics Anonymous, in combination with regular drug testing, are target services to aid in the reduction of drug and alcohol abuse (Guevara & Solomon, 2009). Electronic monitoring is used to ensure inmates' whereabouts and determine if clients are within their designated areas. This keeps clients accountable, making it easier for community custody officers to keep track of inmates (Howe & Joplin, 2005).

### **Program Design**

As an alternative-to-incarceration program, the CCP is designed to provide intensive community-based supervision and treatment for non-violent offenders. The program's structured requirements and continuous monitoring for compliance include family support, court services, and various community-based programs. The program serves as a resource for MDC to manage its population cap of 1,950 individuals. It offers a progressive approach to incarceration, allowing inmates to serve their sentences outside the facility with court approval, applicable to both sentenced and pretrial inmates. Program objectives include alleviating crowding at the MDC while implementing a progressive approach to incarceration, facilitating the return of inmates to their homes, jobs, and communities, which signifies a

constructive step forward in helping them successfully reintegrate into our community. This approach promotes rehabilitation and strengthens community ties.

The program includes a variety of eligibility criteria. Individuals who have ever been AWOL are not allowed into CCP. In addition, inmates who have a granted preventive detention motion or who have a “No CCP” order are not eligible. Inmates who have not had a court first appearance or have not been given conditions of release are also not eligible. The program also has separate Memoranda of Understanding (MOUs) with the Second Judicial District Court (SJDC) and the Bernalillo County Metropolitan Court (BCMC). These MOUs list charges that make inmates ineligible for the program if they are currently charged with one of these crimes or if an inmate has been convicted in the last 5 years of one of the charges. Table 1 lists the charges by statute, description, and court. Under Court, “Both” means both the SJDC and BCMC.

**Table 1. MOU Charges for SJDC and BCMC**

<b>Statute</b>	<b>Description</b>	<b>Court</b>
30-2-1	Murder F1 and F2	SJDC and BCMC
30-2-3	Involuntary Manslaughter	SJDC and BCMC
30-2-3	Voluntary Manslaughter	SJDC and BCMC
30-3-8	Shooting at a Dwelling or Occupied Building	SJDC and BCMC
30-3-8	Shooting at or from a Motor Vehicle	SJDC and BCMC
30-17-16	Receipt, Transportation, or Possession of a Firearm or Destructive Device by a Felon	SJDC and BCMC
30-4-1	Kidnapping F1 and F2	SJDC and BCMC
30-52-1	Human Trafficking F1, F2, and F3	SJDC and BCMC
30-9-11	Criminal Sexual Penetration F1 and F2	SJDC and BCMC
30-9-11	Criminal Sexual Penetration F3 and F4	SJDC and BCMC
30-9-13	Criminal Sexual Contact of a Minor F2, F3, and F3	SJDC and BCMC
30-6A-3	Sexual Exploitation of Children	SJDC and BCMC
30-6A-4	Sexual Exploitation of Children by Prostitution	SJDC and BCMC
30-37-3.2	Child Solicitation by Electronic Communication Device	SJDC and BCMC
30-37-3.3	Criminal Sexual Communication with a Child	SJDC and BCMC

30-22-25	Aggravated Battery Upon a Peace Officer	SJDC and BCMC
30-22-24	Battery Upon a Peace Officer	SJDC and BCMC
30-22-22	Aggravated Assault on a Peace Officer	SJDC and BCMC
30-16-2	Robbery F1 and F2	SJDC and BCMC
30-17-6	Aggravated Arson F2	SJDC and BCMC
30-6-1	Abuse of a Child F1, F2, and F3	SJDC and BCMC
30-6-1	Abandonment of a Child F2	SJDC and BCMC
30-24-3	Bribery or Intimidation of a Witness or Retaliation Against a Witness	SJDC
30-3A-3.1	Aggravated Stalking F3 and F4	SJDC and BCMC
30-3-5	Aggravated Battery F3	BCMC
30-3-16	Aggravated Battery Against a Household Member F3	BCMC
30-22-23	Assault with Intent to Commit a Violent Felony Upon a Peace Officer	BCMC
30-3-2	Aggravated Assault F4	BCMC
30-3-3	Assault with Intent to Commit a Violent Felony F3	BCMC
30-3-13	Aggravated Assault Against a Household Member F4	BCMC
30-3-14	Assault Against a Household Member with Intent to Commit a Violent Felony F3	BCMC
30-3A-3	Stalking	BCMC
30-3A-2	Harassment	BCMC

In addition, the following factors could, but may not necessarily, disqualify inmates from being approved for CCP:

- *Bond*: If the inmate has a bond of over \$15,000 Cash Only or \$100,000 Cash/Surety for their current charge, this rarely occurs because bonds are rarely used.
- *Gang Affiliation*: The program evaluates gang status to determine if the inmate and/or community safety are at risk.
- *Institutional Record*: If the inmate has presented non-compliant or aggressive behaviors and has been identified as a “high risk” or an escape risk, has documented multiple disciplinary write-ups or has displayed non-compliant or aggressive behavior, or has been classified as “Special Handling”.

If the inmate is not restricted by any of the initial exclusionary criteria, the CCP-assigned social service coordinator (SSC) conducts a more in-depth review of eligibility. This review focuses on a more detailed review of an inmate's current charges, criminal history, gang affiliation, and institutional record in jail and prison. Inmates who pass this review are eligible for CCP.

Inmates who are eligible must meet some additional criteria. This includes ensuring the intended residence's owner/landlord/primary tenant has agreed to the inmate's residency. The owner/landlord/primary tenant is required to sign a contract agreeing to follow program guidelines. A CCP officer completes a house inspection to ensure safe access to the residence and an appropriate occupant-to-room ratio. They also conduct an interview covering the rules of the inmate's stay during their participation in the program. According to CCP policy, the inmate's place of residence cannot have any alcohol, firearms, illegal drugs, felons, or victims of domestic violence. It must be within a 45-mile radius of downtown Albuquerque unless otherwise approved by a judge. The owner/landlord/primary tenant and the inmate must comply with these conditions for the duration of the program.

After the eligibility process is completed and the residential conditions are confirmed, the inmate is transferred from the jail facility to the Program Center to complete the intake process. The inmate is made aware of program rules, consequences of violations, contract specifics, and program expectations. Information that is collected includes:

- Addiction history and substance abuse
- Medical and mental health issues
- Treatment
- Employment
- Schooling

According to CCP policy, services include:

- Job development/placement services
- Employment plan (job or training)
- Education/vocational training
- Alcohol and substance abuse educational groups
- Domestic violence counseling for inmates facing current domestic violence charges
- Anger management education for relevant crimes

In addition to these services, inmates are required to participate in regular drug testing and wear an electronic monitoring device that monitors their location in real time, including geo-fencing. Inmates are electronically monitored for the duration of

their participation in the program. Inmates can be discharged from the program for violating program policies. Violations during an inmate's participation result in a report documenting the incident, and depending on the severity of the violation, the inmate can either be removed from the program or reinstated.

## Methodology

This study is a process evaluation and preliminary outcome study of the CCP. The process evaluation is designed to determine whether the program adheres to established models and known best practices for these programs. The preliminary outcome study focuses on a preliminary review of recidivism, defined as a new booking into MDC, and any new court case filings, which are used as a proxy for arrests. How well CCP implements the program following established models and best practices may impact recidivism rates, reduction of alcohol and substance abuse, and whether participants successfully integrate back into the community.

The evaluation of the CCP includes a staff survey, a review of electronic client data, a review of program services and resources available for offenders, and a preliminary review of recidivism comparing program participants' pre- and post-program using jail and court data.

### Staff Surveys

We conducted an online survey of CCP staff members in June 2022. The purpose of the survey was to assess (1) staff understanding and agreement with program policies, (2) perceptions of inmates, (3) perceptions of the criminal justice system, (4) perceptions of staff roles in CCP, (5) attitudes toward rehabilitation, and (6) perceptions of the overall effectiveness of CPP. The online survey was distributed to CCP staff using their MDC email address. Email reminders were sent every four days for two weeks between June 1, 2022, and June 17, 2022. Ten of 13 CCP staff participated in the survey (response rate: 76.9%), and six of 10 completed the survey (60.0%).

The survey was comprised of eight demographic questions, forty questions assessing attitudes towards inmates, six questions assessing perceptions of the role of the jail and criminal justice system, five questions assessing perceptions of job danger, eleven questions assessing job stress and satisfaction, four questions assessing personal efficacy, ten questions assessing rehabilitative attitudes of staff, twenty-two questions assessing understanding and agreement with policy and procedure, sixteen questions assessing staff perceptions of inmate characteristics, five questions assessing staff perceptions of the goals of corrections, one question assessing the main purpose/goal of CCP, one question assessing the impact of CPP, and one question assessing staff members overall perception of the CCP. The survey contained a total of 130 questions and, on average, took approximately 35 minutes to complete.

## Client Data

As noted earlier, this study expanded on our previous study. The study, completed in June 2023, reported client data from January 2019 through August 15, 2022. Client data was analyzed to identify demographic trends, client compliance with the program, and recidivism rates. Participants for the study were identified through intake records maintained by the program, which comprised a total of 903 admissions to the program, representing 869 unique inmates/clients from January 1, 2019, to August 15, 2022. For inmate records to be eligible for review, inmates must have had a single intake into CCP, had a minimum one-year post-exposure after the completion of the program, and been released from the jail to measure recidivism. Program information was matched with MDC booking data and criminal court case data (used as a proxy to measure new arrests) from the New Mexico Administrative Office of the Courts (AOC) electronic system using pre- and post-periods constructed in equal duration for each client. Using these data, descriptive statistical analyses and paired sample t-tests were conducted to report pre- and post-CCP bookings and court cases as a proxy for arrest data. This expanded study now includes client data from January 2019 to April 2024.

## Results

### Staff Survey Summary

As noted earlier, the staff survey was designed to assess staff understanding of program policies, perceptions of inmates, perceptions of the criminal justice system, staff perceptions of their role in CCP, attitudes toward rehabilitation, and the perception of the program's overall effectiveness.

### Staff Demographics

Table 2 shows that two respondents were supervision or management staff and eight were non-supervision staff. Ten staff members began the survey, and six completed the entire survey, with the remaining four respondents completing various portions of the survey. Most CCP employees were male (70%) and Latino and/or Hispanic (60%). One staff member reported having a college degree, six employees had completed some college, and three reported having a high school diploma.

Staff ranged in age from 34 to 46, with an average age of 40.2. CCP employees had three to 19 years of experience in both corrections and working for MDC; half of the employees had 15.5 years of experience or more. The two supervision/management employees had 15 years of experience in corrections and at MDC.

**Table 2. Demographics**

	Frequency	Percent
<b>Position</b>		
Supervision/Management	2	20.0
Non-Supervision Staff	8	80.0
<b>Gender</b>		
Male	7	70.0
Female	3	30.0
<b>Race/Ethnicity</b>		
White	3	30.0
Latino a/or Hispanic	6	60.0
African American (Black)	1	10.0
<b>Highest Education</b>		
High school diploma or GED	3	30.0
Some college	6	60.0
Completed college (B.A./B.S.)	1	10.0

### Perceptions of Inmates

CCP staff had inconsistent beliefs about offenders with mental illness, ranging from slightly negative to slightly positive. On average, there were neutral attitudes toward inmates in general, with some staff leaning towards having negative attitudes.

**Table 3. Perceptions of Inmates**

	Mean	Median	Minimum	Maximum
PATOMI	2.8	2.9	2.2	3.4
ATP	2.7	2.9	1.7	3.3
Perceptions of Prisoners	3.5	3.4	2.7	4.1
Perceptions of Inmates	3.3	3.5	1.0	4.3

*\*Note.* One respondent had consistently lower scores on the Perceptions of Inmates scale than the other respondents, creating an outlier. This respondent was included in the calculations presented in Table 3. If excluded from the Perceptions of Inmates scale analysis, the mean score increases from 3.3 to 3.8.

### Role and Goals of Corrections

Generally, respondents reported that jail facilities should be responsible for diverting some types of offenders, but did not necessarily view it as a priority. The items with higher scores showed agreement with jails providing inmates access to necessary resources, such as drug addiction services.

In general, staff believed that rehabilitation outweighed punishment as the main role of the criminal justice system. Respondents also reported that corrections is aimed more toward punishment as a means to prevent recidivism. Respondents were slightly more in agreement with the goal of corrections being to punish inmates, with an average score of 6.2 on a scale of 1 to 10, with scores closer to 10 indicating the goal of corrections is punishment.

Disparities between the purpose of the program and staff perceptions of the program's purpose were observed in both rating scales and open-ended questions, with one respondent citing:

*“Repeat offenders should be locked up in the jail. Most criminals will continue the activity regardless of how much treatment resources we throw or force them in to.” - Respondent 2*

**Table 4.** *Perceptions of the Criminal Justice System*

	Mean	Median	Minimum	Maximum
Perceptions of Jail Function <sup>1</sup>	3.4	3.2	2.8	5.0
Role of Criminal Justice System <sup>2</sup>	4.0	4.0	3.0	5.0
Goals of Corrections <sup>3</sup>	6.2	5.6	0.0	10.0

### Job Perceptions and Characteristics

On average, staff perceived moderate-to-high levels of danger within their role. All staff agreed that their role in corrections posed some danger, regardless of position. Respondents reported low-to-moderate levels of job stress, with an average job stress scale score of 2.8. Staff also reported moderate levels of job satisfaction, with an average job satisfaction scale score of 3.5.

The Personal Efficacy (PE) scale was used to measure staff's perceptions of their ability to interact with incarcerated individuals, particularly “influence, accomplishment, and ease which individuals experience in working with inmates” (Saylor & Wright, 1992). Respondents reported moderate levels of perceived personal efficacy, with an average score of 3.6.

Respondents were asked if they perceived their primary role as helping to rehabilitate or regulate behavior and enforce supervisory conditions. Staff showed variation in their individual perceptions of their role, but on average, the results showed a neutral attitude, suggesting they view their role as flexible.

<sup>1</sup> This is measured on a 5-point Likert scale where 1- strongly disagree and 5- strongly agree.

<sup>2</sup> This is measured on a 5-point scale where scores closer to 1 agree with punishment and scores closer to 5 agree with rehabilitation. However, one of the ratings on the scale is defined.

<sup>3</sup> This is measured on a 10-point Likert scale where 0 is not important and 10 is extremely important.

**Table 5. Job Perceptions and Characteristics**

	Mean	Median	Minimum	Maximum
Perceptions of Danger	4.1	4.2	3.0	5.0
Job Stress	2.8	3.0	1.0	4.0
Job Satisfaction	3.5	3.6	1.0	4.6
Job Efficacy	3.6	3.8	3.0	4.0
Job Characteristics	3.3	3.5	1.0	4.3

The perceptions of policy scale was designed to assess agreement with CCP policy. Respondents, on average, agreed with the CCP policy. Staff ranged from neutral to strong agreement with the policy.

**Table 6. Perceptions of Policy**

	Mean	Median	Minimum	Maximum
Attitude Toward Policy	3.9	3.8	2.9	4.8
Implementation of Policy	4.0	3.9	3.6	4.5

Respondents had an overall positive perception of the program's importance. Staff were asked to rate their belief in the importance of CCP in impacting recidivism rates on a scale from one (not at all important) to five (extremely important). Staff, on average, believed the program was very important in impacting recidivism rates, with answers ranging from “somewhat important” to “very important.”

**Table 7. Perceptions of Program**

	Mean	Median	Minimum	Maximum
Program Importance	1.7	1.5	1.0	3.0

## Client Data

From January 1, 2019, through December 08, 2023, there were 1,650 admissions representing 1,415 unique individuals. Of the 1,415 individuals, 178 (12.34%) were admitted twice, 24 (1.69%) were admitted three times, and three were admitted four times. The age of participants at admission ranged from 18 to 77 years. Most individuals were male (74.8%). The largest racial/ethnic group was Hispanics (50.4%), followed by Whites (29%), followed by American Indians (12.2%), and Blacks (5.3%).

**Table 8. Race and Sex of Study Participants**

Race	Female		Male		Total	
	Count	Percent	Count	Percent	Count	Percent
Hispanic	157	44.1%	556	52.5%	713	50.4%
White	128	36.0%	282	26.6%	410	29.0%
American Indian	55	15.4%	118	11.1%	173	12.2%
Black	8	2.2%	67	6.3%	75	5.3%
Unknown	6	1.7%	18	1.7%	24	1.7%
Mixed	1	0.3%	13	1.2%	14	1.0%
Asian	1	0.3%	5	0.5%	6	0.4%

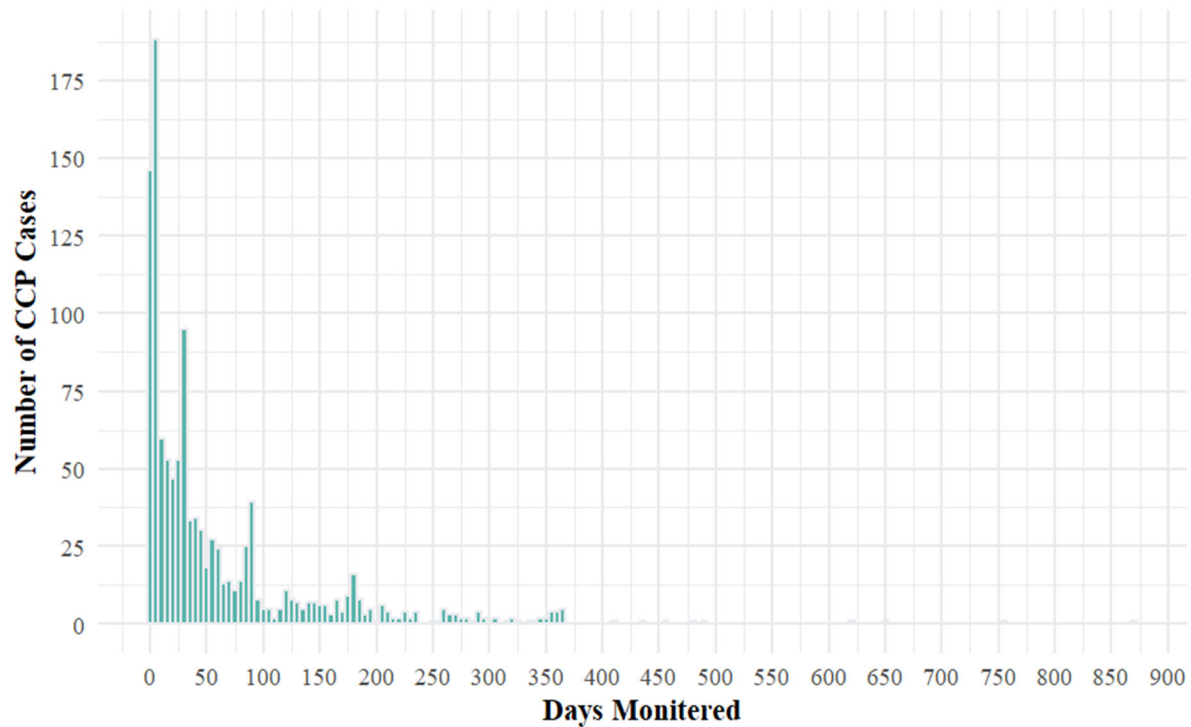
*Note.* Racial categories were taken from the CCP program and the U.S. Census Bureau.

### BI Electronic Monitoring

CCP participants are subject to electronic monitoring for their time in the CCP. The electronic monitoring comprises approximately 30 different alerts that may indicate program non-compliance. In this preliminary review, we examine the alerts related to alcohol use. In future research, other data from electronic monitoring may be investigated further.

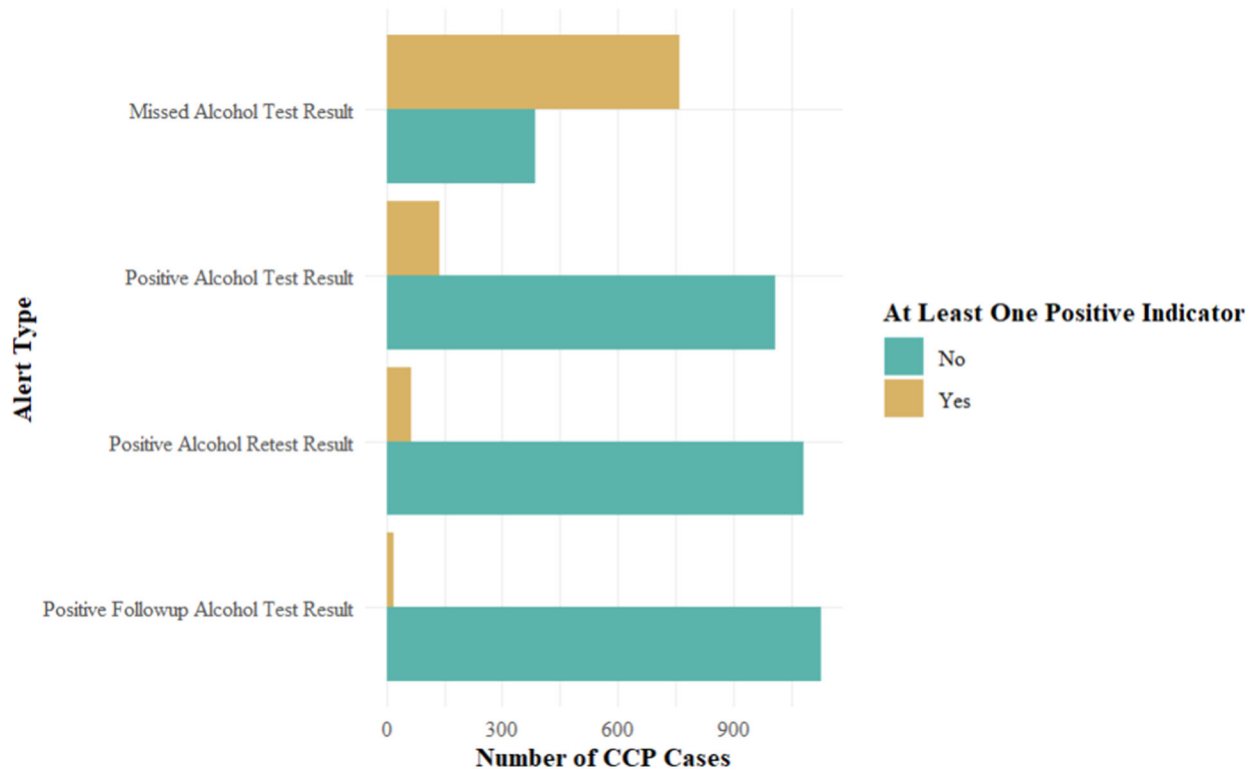
BI indicator data from January 1, 2019, to August 15, 2022, comprised 1,146 CCP involvements. 42 clients whose electronic monitoring was ongoing during data collection were excluded from the analysis. Days on electronic monitoring per each CCP involvement ranged from zero days, for 17 cases wherein clients started and ended monitoring on the same day, to 869 days. Across all CCP involvement, the average length of electronic monitoring was 61.9 days, and the median length was 28 days. Days monitored for each CCP exposure is presented in Figure 3.

**Figure 3.** *Days in Electronic Monitoring for CCP Exposures*



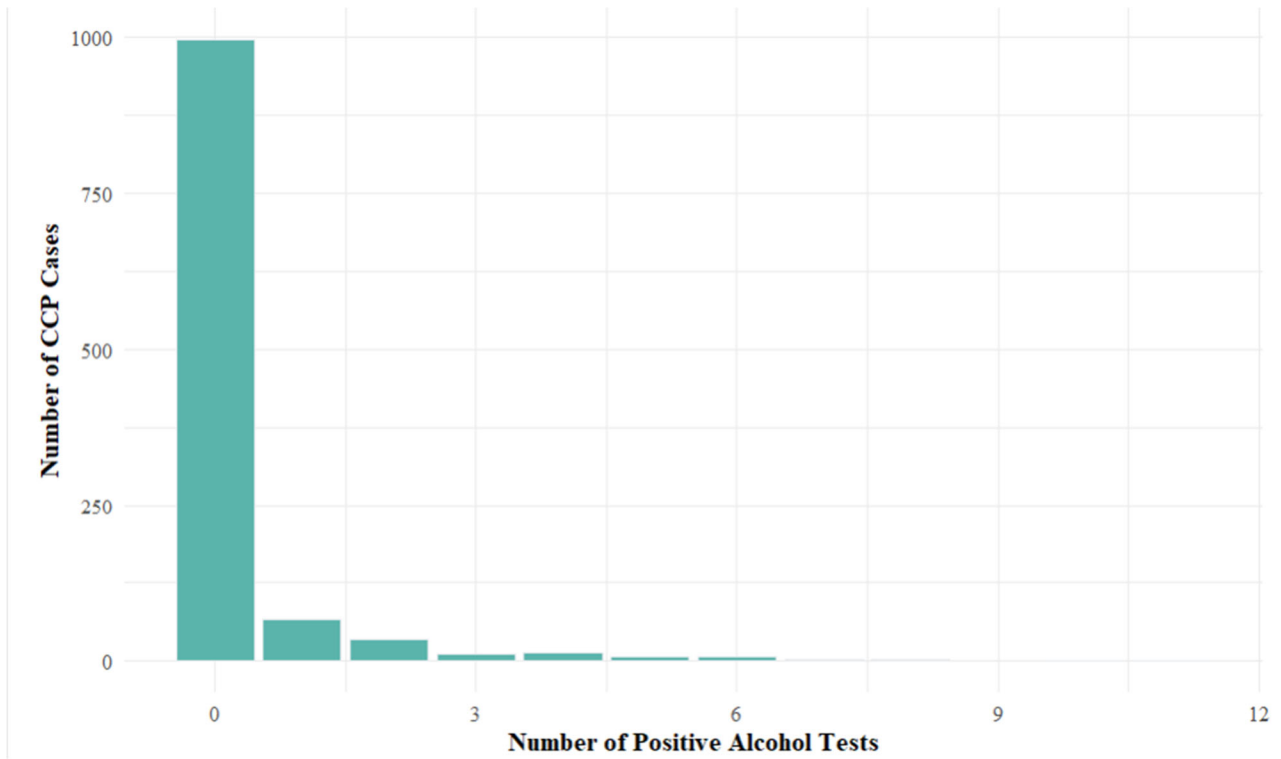
The four variables that track compliance with respect to abstinence from alcohol are presented in Figure 4. Almost two-thirds of all clients had at least one missed alcohol test result (66.2%). The number of missed alcohol test results ranged from zero to 105, with a mean of 7.5 and a median of 2.0. Most clients did not have a positive alcohol test result, with 12.1% of clients having at least one positive alcohol test result. The number of positive alcohol test results ranged from zero to six, with a mean of 0.2. Only 5.7% of clients had a positive alcohol retest result, and 1.6% had a positive follow-up alcohol test result.

**Figure 4.** *Positive Indicators in CCP Tracking Per CCP Exposure*

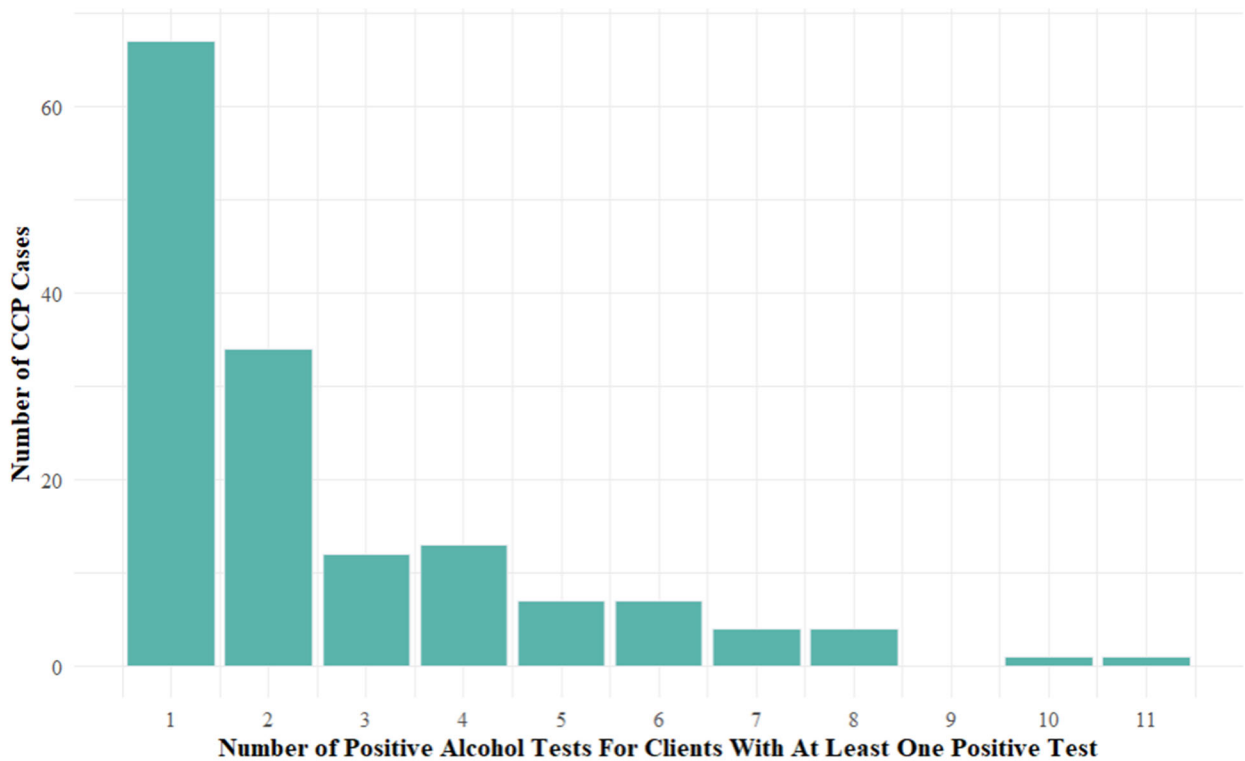


The three variables that describe the number of positive alcohol tests a client had were aggregated into one variable capturing the total number of positive alcohol tests per client. The distribution of the number of positive tests per CCP exposure is presented in Figure 5. Most clients did not have any positive alcohol test results (87.0%), while 13.0% had at least one positive alcohol test. Of those who had positive alcohol tests, the number of positive alcohol tests ranged from one to 11, with a mean of 2.5 and a median of 2.0. The most common number of positive alcohol tests was one (44.7% of clients with a positive test result), and the second most common was two (22.7% of clients with a positive test result). The distribution of the number of positive tests for clients with at least one positive test is presented in Figure 6.

**Figure 5.** *Number of Positive Alcohol Tests Per CCP Exposure*



**Figure 6.** *Number of Positive Alcohol Tests Per CCP Exposure For Clients With At Least One Positive Test*



## CCP Length of Stay and Bookings

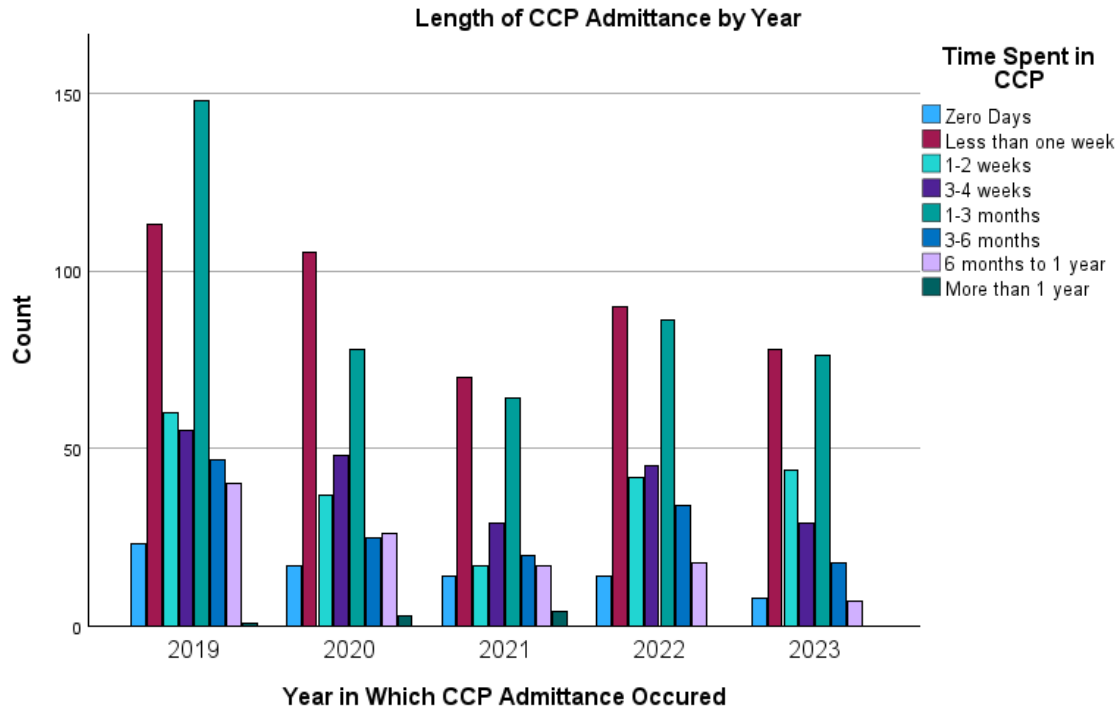
Time in the CCP ranged from less than one day to 959 days. The average number of days in the CCP was roughly 51 days, while the median number of days was 22, meaning half the participants were in the program for more days and half for fewer days. The distribution of the time in the CCP is presented in Table 9. Seventy-six inmates were in the program for less than one day, and 456 were in the program for less than one week. In conversations with program staff, this may occur when individuals are “walk-ins”. This means the individual turned themselves in directly to the CCP. After they arrived at the office, it was determined they did not qualify for release due to current or past charges, or because they presented as intoxicated, or it was past the court-ordered turn-in date. In these cases, individuals are remanded to the MDC. In addition, some circumstances may change, such as a family changing their mind about allowing the individual to stay in the residence, or a change in the living situation might occur, such as a lack of utilities or water. When this happens, individuals are returned to custody until the residence is deemed suitable.

**Table 9.** *Length of CCP Admission*

	Count	Percent
Less than 1 day	76	4.6%
Less than one week	456	27.6%
1-2 weeks	200	12.1%
3-4 weeks	206	12.5%
1-3 months	452	27.4%
3-6 months	144	8.7%
6 months to 1 year	108	6.5%
More than 1 year	8	0.5%

Participants spent the most time in the CCP, most commonly less than one week. The second most common length was between one and three months. This pattern has been consistent over the last four years, from 2020 to 2023. Figure 2 shows the length of time spent in CCP over time.

**Figure 3. Length of CCP Admittance by Year**



Although one of the exclusion criteria for being admitted into CCP is the absence of any first-degree felonies, one participant was admitted during a booking for a first-degree felony charge, which is possible but extremely rare. An MDC Deputy Warden has the authority to override the CCP criteria policy, but this requires filing an appeal packet, which includes a lengthy and detailed review and approval by that warden.

This study refers to the booking during which an inmate was admitted into CCP as their reference booking. The most common reference booking charge was a misdemeanor, 42.3%, followed by 4th-degree felonies, 21.5%, as shown in Table 10. Separately, 4<sup>th</sup> and 2<sup>nd</sup>-degree felonies, followed by felony parole and probation violations, resulted in the longest average lengths of stay.

**Table 10. Severity of Reference Booking**

Reference Booking Charge	Count	Percent	Mean Days in CCP
Felony 1	1	0.1%	142
Felony 2	37	2.8%	92.3
Felony 3	52	4.0%	87.1
Felony 4	283	21.6%	94.8
Felony Parole/Probation Violation	215	16.5%	58.1
Misdemeanor	552	42.3%	26.9
Misdemeanor Probation Violation	154	11.8%	29.4
Petty Misdemeanor	12	0.9%	40.9

### CCP Recidivism

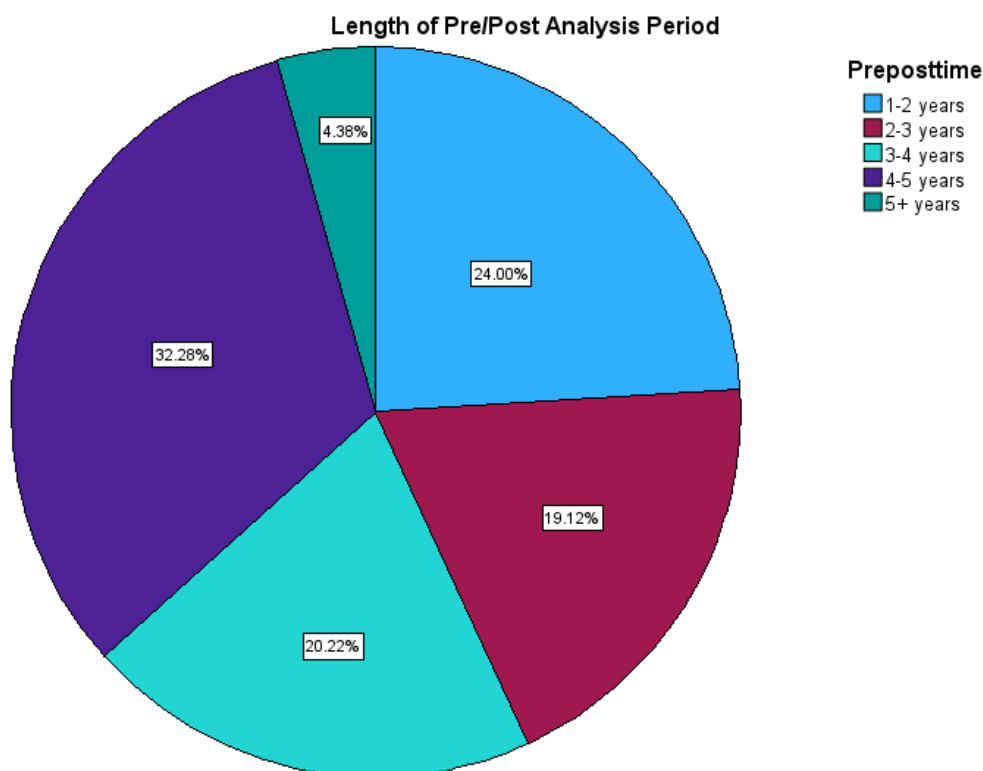
Recidivism data were collected for all participants who had at least one year of post-exposure by April 30, 2024. One-year post-exposure was defined as 365 days after leaving CCP. Recidivism was measured using booking data from the MDC and court data from New Mexico's court system, which were used as a proxy for arrest data. The post-program period was created by counting the number of days from a participant's discharge date from their reference booking until April 30, 2024. This duration was then subtracted from that participant's reference booking's admission date to identify a pre-program period start date. The difference between these dates is the pre-post program period.

Of the 1,650 admissions, 163 were dropped for not having a minimum one-year post-exposure period. This was due to either being admitted into the CCP late in the study period, or because the individual was 18 years old at the time, and thus their pre-period would overlap with them having been a juvenile. An additional 532 admissions were dropped because they were in the program for less than 7 days. Twenty-nine admissions were dropped because the study group member had no jail data and had no court data for both their time before CCP and after their release. This was due to long gaps in arrest, court records, and priors outside of the pre-post period. This resulted in 724 study group members being dropped and 925 distinct admissions across 821 participants, 86 of whom were admitted twice and nine who were admitted three times. These re-admissions were excluded, and only the first admission for each participant was kept. This resulted in a final recidivism analysis of 821 admissions. Table 11 shows this process.

**Table 11.** *Reasons for Omission from Study*

	Count
Total CCP Admissions	1650
Less Than 1 Year Pre-Post	-163
Less Than 7 Days in CCP	-532
No Recidivism Data Within Pre-Post Time Frame	-29
Multiple Admissions	-105
Final Recidivism Data Set (N)	821

For individuals who were juveniles during a portion of their pre-program period, their pre-program was adjusted to start on their 18<sup>th</sup> birthday, and their end date was adjusted to match. Using this method, every study group member has a matched pre- and post-program period for analysis, which varies for each study group member. The lengths of these program periods are shown below in Figure 4.

**Figure 4.** *Length of Pre-Post Analysis Period*

Pre- and post-program periods ranged from a minimum of 365 days to a maximum of 1,881 days, with a mean of 1,185 days and a median of 1,288 days. There were 221 who had a pre- and post-program period between one and two years, 171 between two and

three years, 187 between three and four years, 309 between four and five years, and 37 of more than five years.

A paired sample t-test was performed to assess if the average number of bookings (arrests) for individuals before and after their time in CCP significantly differed. Average bookings for all charge types decreased between the pre- and post-periods. The average number of total bookings per participant decreased by 1.7 (62.5%). The average number of felony bookings decreased by 0.5 (55.6%), average misdemeanors decreased by 0.6 (72.9%), average petty misdemeanors decreased by 0.01 (25%), and “other” charges decreased by 0.6 (61%). All decreases were statistically significant at  $p < .001$ , except for petty misdemeanors ( $p = 0.06$ ). This means there is evidence that the average number of bookings in the pre- and post-CCP periods differs. Table 12 shows the mean number of bookings for each category.

**Table 12. Average Number and Severity of Bookings Pre and Post Time in CCP**

	Mean Pre	Mean Post
All Bookings	2.7	1
Felonies	0.9	0.4
Misdemeanors	0.7	0.2
Petty-Misdemeanors	0.04	0.03
Other	1	0.4

Table 13 shows changes in the average number of bookings by time in CCP. Across all lengths of stay in CCP, the average number of bookings decreases consistently by 50% or more in the post-period.

**Table 13. Time in CCP Versus Average Number of Bookings Pre and Post Program**

Time in CCP	1-2 weeks Mean	3-4 weeks Mean	1 - 3 months Mean	4 - 6 months Mean	6 - 12 months Mean
Total # of pre-books	2.9	2.3	2.8	2.5	2.7
Total # of post books	0.9	1	1.1	1	0.8
Pre-Felonies	0.8	0.7	0.9	1	1
Post Felonies	0.3	0.3	0.5	0.4	0.4
Pre-Misdemeanors	0.9	0.8	0.8	0.4	0.6
Post Misdemeanors	0.2	0.2	0.2	0.2	0.1

Each study group member's number of bookings pre- and post-CCP was calculated. Most participants had the same number of bookings or fewer after leaving CCP. Only 11.1% had a general increase in new bookings after leaving CCP, 7.6% had an increase in misdemeanor bookings, and 10.4% had an increase in felony bookings. Table 14 summarizes this information.

**Table 14. Number of Bookings After Leaving Program Relative to Before Program**

	Category	Count	Percent
Number of All Bookings After CCP	Less	582	70.9%
	More	91	11.1%
	No Change	148	18.0%
Number of <i>Misdemeanor</i> Bookings After CCP	Less	378	46.0%
	More	62	7.6%
	No Change	381	46.4%
Number of <i>Felony</i> Bookings After CCP	Less	305	37.1%
	More	85	10.4%
	No Change	431	52.5%

To see if the length of time in CCP, not simply admission into the program, is a contributing factor in recidivism, Tables 15 and 16 split participants into categories based on length of stay in CCP. One hundred and fifty-four of these participants were in the CCP program for 1 to 2 weeks, 167 for 3-4 weeks, 332 for 1-3 months, 89 for 4-6 months, 73 for 6 months to a year, and 6 for over 1 year. Across 821 participants, 85 were booked on more felonies in the post period, and 62 were booked on more misdemeanors. This includes 16 study group members booked for felonies and misdemeanors.

**Table 15. Length of CCP Admission and Number of Post-Misdemeanor Bookings**

Length of Stay		Less	More	No Change
1-2 weeks	Count	85	8	61
	Percent	55.2%	5.2%	39.6%
3-4 weeks	Count	74	13	80
	Percent	44.3%	7.8%	47.9%
1 - 3 months	Count	167	28	137
	Percent	50.3%	8.4%	41.3%
4 - 6 months	Count	24	8	57
	Percent	27.0%	9.0%	64.0%
6 months to 1 year	Count	27	5	41
	Percent	37.0%	6.8%	56.2%
More than 1 year	Count	1	0	5
	Percent	16.7%	0.0%	83.3%

**Table 16. Length of CCP Admission and Number of Post Felony Bookings**

Length of Stay		Less	More	No Change
1-2 weeks	Count	55	12	87
	Percent	35.7%	7.8%	56.5%
3-4 weeks	Count	54	16	97
	Percent	32.3%	9.6%	58.1%
1 - 3 months	Count	113	40	179
	Percent	34.0%	12.0%	53.9%
4 - 6 months	Count	43	10	36
	Percent	48.3%	11.2%	40.4%
6 months to 1 year	Count	34	7	32
	Percent	46.6%	9.6%	43.8%
More than 1 year	Count	6	0	0
	Percent	100.0%	0.0%	0.0%

The group saw the most significant decrease in bookings across felonies and misdemeanors in the 1-to-3-month group. This group was also the largest sample group. Goodman and Kruskal's gamma, which measures the strength of association between two variables, was calculated for time in CCP and the change in felony and misdemeanor bookings between everyone's pre- and post-period. No significant association was identified for felony bookings. Changes in misdemeanor bookings and time in CCP had a weak, positive relationship. As time in the CCP increased, the number of misdemeanor bookings in the post-plan period slightly increased over the pre-period. While this effect is minimal, it may imply that there are diminishing returns on misdemeanor recidivism improvement as the length of time in CCP increases.

**Table 17. Difference in Misdemeanor Bookings by Time in CCP**

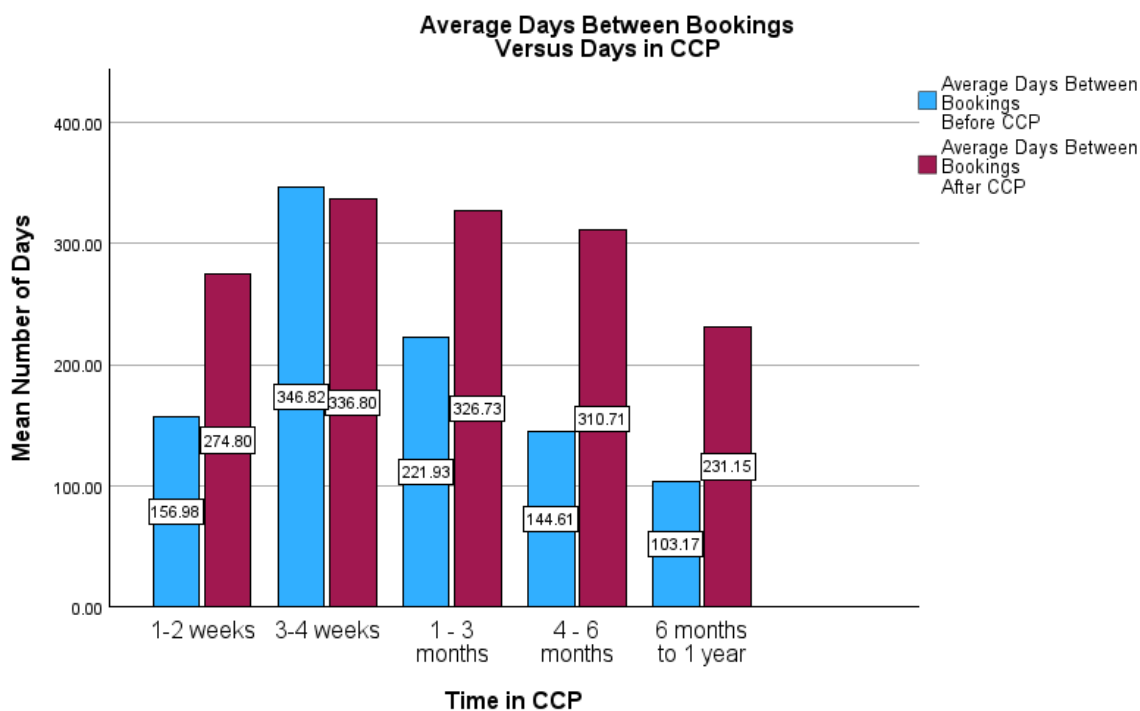
	Kendall's tau_b	Days in the CCP
Change in Misdemeanor Bookings	Correlation Coefficient	0.089
	Sig. (2-tailed)	<.001
	N	821
Change in Felony Bookings	Correlation Coefficient	.060*
	Sig. (2-tailed)	0.023
	N	821

\*Note: Correlation is significant at the 0.05 level (2-tailed).

To see if the length of time between bookings was affected by exposure to CCP, we analyzed the average time between bookings for all those who had multiple bookings in both their pre- and post-periods; 149 study group members fit this criterion. The average time between bookings in the pre-period was 218 days, which increased to

311 days in the post-period. This change was statistically significant at  $\alpha = 0.05$  with a Cohen's  $d$  of 0.33, indicating a slightly below medium strength difference. The most significant improvement between the pre- and post-period was found for those in the CCP between 1 and 2 weeks.

**Figure 5.** *Average Days Between Bookings Versus Days in CCP*



Booking rates were almost always lower in the post-CCP period compared to the pre-period. On average, 56% of study participants who spent at least 7 days in CCP had no new bookings during their study period after leaving the program. Table 18 reports this information by group based on the length of time in the study period.

**Table 18.** *Length of Pre-Post Program and Number of Study Group Members Who Picked Up New Bookings*

Pre-Post Program Time	Picked Up a New Booking After CCP		Had No New Bookings After CCP	
	Count	Percent	Count	Percent
1-2 years	94	47.7%	103	52.3%
2-3 years	79	50.3%	78	49.7%
3-4 years	64	38.6%	102	61.4%
4-5 years	109	41.1%	156	58.9%
5+ years	15	41.7%	21	58.3%

## Time Spent in Jail

Time spent in jail was determined by participants' MDC booking arrivals and releases. The average amount of time spent in jail for all participants decreased from the pre-period to the post-period. During the pre-period, the average time spent in jail was 52 days, with a maximum of 995 days. This average decreased in the post period to 44 days, with a maximum of 1,266 days. A paired sample t-test found this decrease was not statistically significant at  $\alpha = 0.05$ . Cohen's *d*, which measures the size of the difference between these samples, had a score of 0.061, indicating a minimal difference. An analysis of variance was also conducted on the change in jail time as a function of time in CCP, which yielded no significant effects. We do not have evidence that more or less time spent in the CCP was a factor in jail time for these individuals.

To compare jail time, a study participant had to have been booked at least once within their pre- and post-periods. Most participants ( $n = 400$ ) only had jail time during their pre-time period. Sixty participants had no jail time within their pre- or post-periods. Twenty-six had at least one booking after leaving CCP but no prior bookings within their pre-time period. Only 335 had at least one booking before and after exposure to CCP. On average, these participants spent around 23% more time in jail during the post period, or about 20 more days. The amount of time spent in CCP does not affect the difference in jail time after leaving CCP.

**Table 19.** *Number of Days in Jail Pre and Post CCP*

	Mean Days in Jail Pre	Mean Days in Jail Post	N
Pre and Post Bookings	84.6	104.2	335
Pre-Bookings Only	36.5	0	400
Post Bookings Only	0	58.8	26
No Bookings	0	0	60

## Court Cases

Like bookings, court cases decreased between the pre- and post-CCP periods. The average number of court cases decreased by 57.7%. The average number of felony court cases decreased by 58.2%, misdemeanors decreased by 61.8%, petty misdemeanors decreased by 10%, and non-felony, non-misdemeanor court cases ("other") decreased by 28.6%. The decreases in total and for felonies and misdemeanors were statistically significant at  $p < .001$ , as was the decline in "other" cases at  $p = 0.03$ . The decrease in petty misdemeanors was not statistically significant ( $p = 0.4$ ).

**Table 20.** *Average Number and Severity of Court Cases Pre and Post Time in CCP*

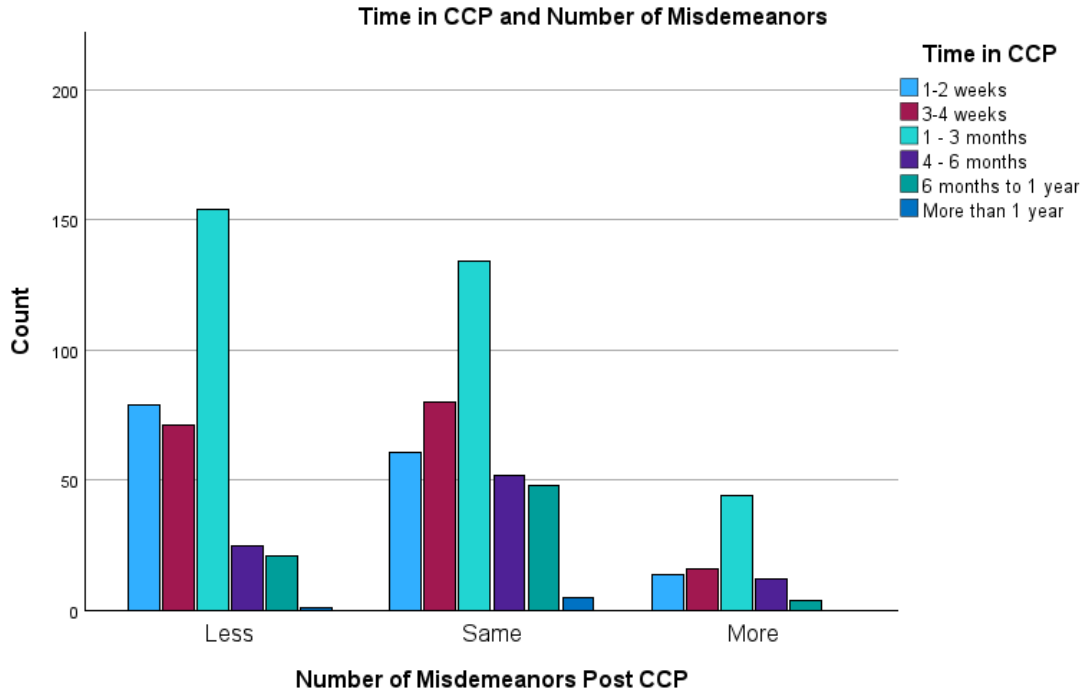
	Mean Pre	Mean Post
All Court Cases	1.9	0.8
Felonies	0.9	0.4
Misdemeanors	0.8	0.3
Petty- Misdemeanors	0.1	0.1
Other	0.1	0.1

Roughly 43% of study participants had had a decrease in misdemeanor court cases after leaving CCP, while 35% saw a reduction in felony cases. Only 11% had an increase in misdemeanor cases, and 8.5% in felony cases. Forty-six percent had the same number of misdemeanor cases before and after exposure to CCP, and 56% had the same number of felony cases. This includes clients who had zero of either kind of court case. Since we have unequal samples of each CCP time frame, the following charts should be read only as a comparison between like time frames. Figures 6 and 7 show the number of court cases after the CCP by time spent in the CCP. Figure 8 shows the combined total number of court cases.

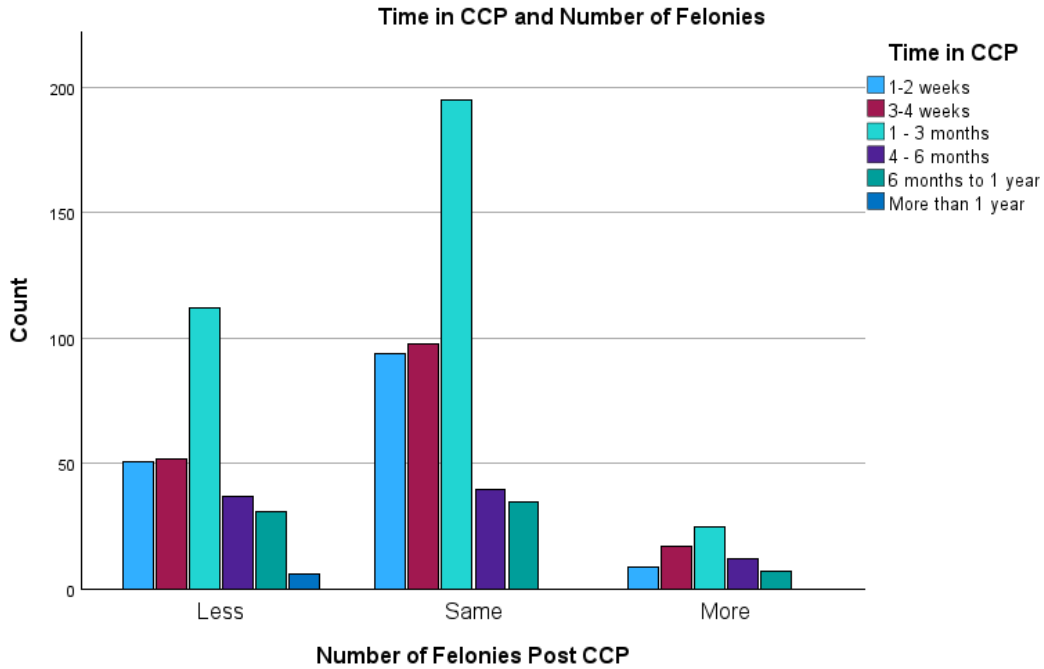
**Table 21.** *Change in Number of Misdemeanor and Felony Court Cases After Leaving CCP*

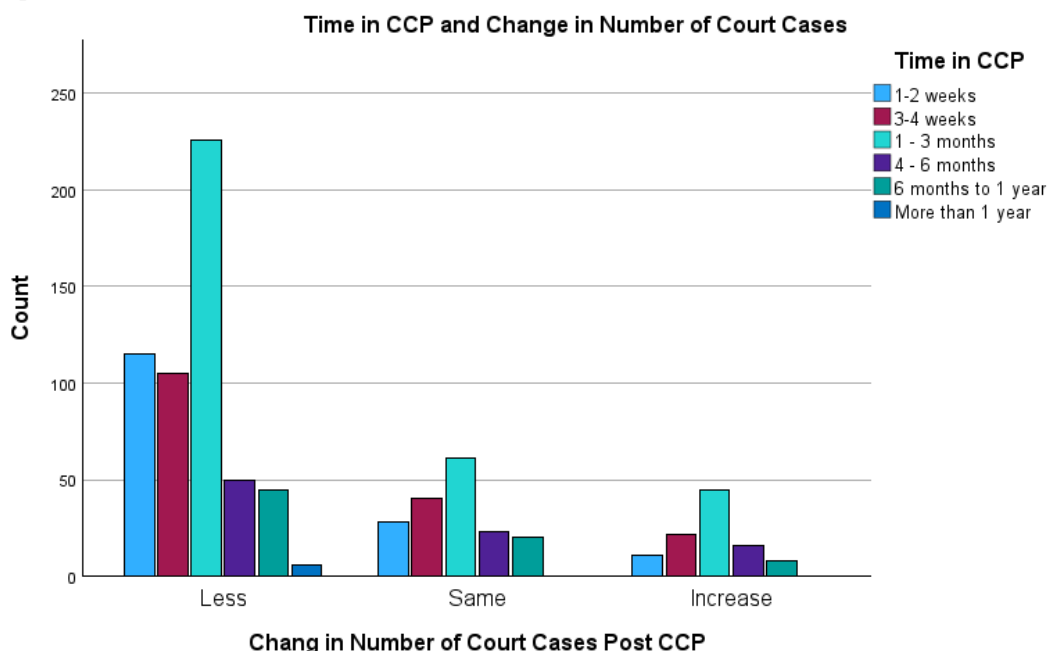
		Count	Percent
Number of Misdemeanors Court Cases After CCP	Less	351	42.8%
	More	90	11.0%
	No Change	380	46.3%
Number of Felonies Court Cases After CCP	Less	289	35.2%
	More	70	8.5%
	No Change	462	56.3%

**Figure 6. Time in CCP and Number of Misdemeanors**



**Figure 7. Time in CCP and Number of Felonies**



**Figure 8. Time in CCP and Change in Number of Court Cases**

The length of time in the CCP was compared to the change in the number of new court cases between each study group member. Time spent in the CCP was categorized into six categories, ranging from “1-2 weeks” to “more than 1 year”. A one-way analysis of variance could not be conducted due to unequal variance; thus, a Kruskal-Wallis test was performed instead. Kruskal-Wallis tests whether there are statistically significant differences between multiple independent variables; in this case, between changes in court cases across the different lengths of CCP stays. The result was statistically significant ( $p = 0.02$ ). However, Kruskal-Wallis tests are unable to identify which specific variables are different. A follow-up Mann-Whitney test was conducted to determine the main effect. The most significant impact was identified between the 1-2 weeks group and the 3-4 weeks group ( $p = 0.008$ ). While the 1-3-month category was our largest sample category, this category was *not* significantly different than any other time category regarding the number of court cases. This implies that while some time in the CCP correlated with a decrease in court cases, we could not assess whether a more extended period spent in the CCP was necessary. We have evidence that spending 3 to 4 weeks in CCP resulted in a larger change in court cases than spending 1 to 2 weeks in CCP.

### Time Between Court Cases

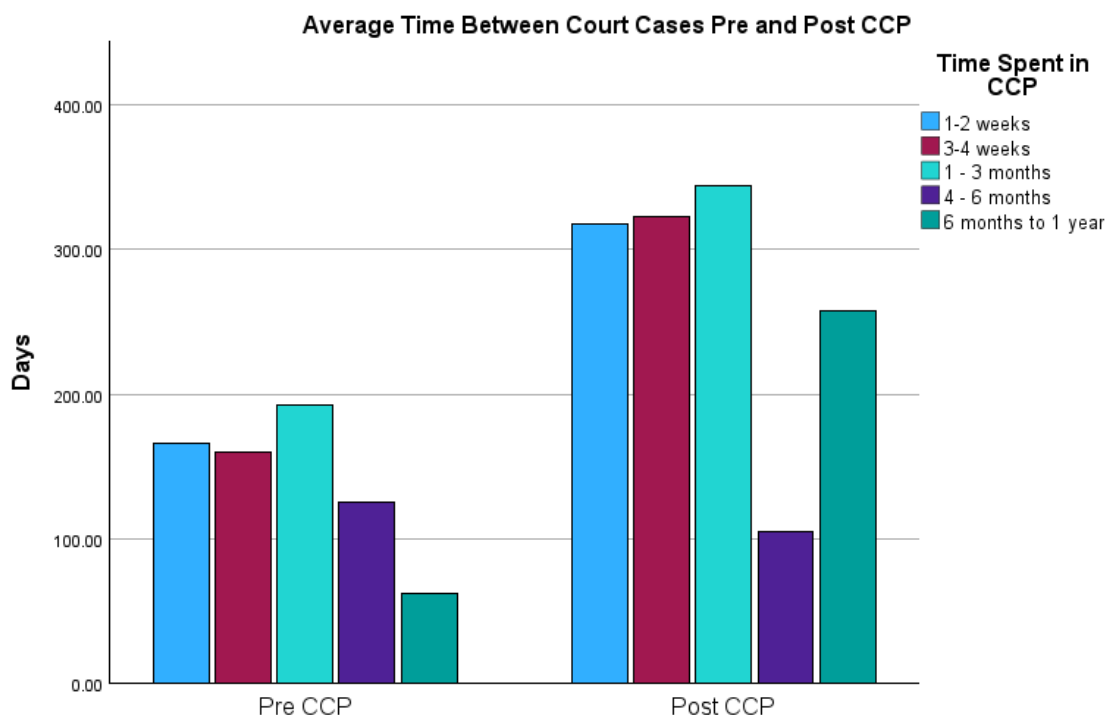
Not all study group members had court cases in pre- and post-time periods. Five hundred fifty-seven study group members did not have at least one court case before and after their time in the CCP. Most of these, about 52%, had at least one court case before the CCP and picked up no new court cases after leaving the CCP. One hundred

thirty-one study group members had no court cases within their pre-period due to long gaps between court case filing and the eventual booking that became their reference booking. Due to this, it is important to remember that those 131 study group members had court cases before their time in the CCP, but they fell outside our study period.

**Table 22.** *Court Cases Pre and Post CCP*

	N	Percent
Pre and Post-Court Cases	264	32.2%
Pre-Court Cases Only	426	51.9%
Post Court Cases Only	36	4.4%
No Court Cases	95	11.6%

Of the 264 who had court cases before and after CCP, only 103 had multiple court cases in both their pre- and post-periods and could be used to measure how the time between court cases changed after CCP. The average time between court cases increased post-period, suggesting that exposure to CCP leads to clients picking up court cases less frequently. The most significant difference between the 3-to-4-week category was found, but this analysis would benefit from an increased sample size. Figure 9 and Table 23 show the average time between court cases pre- and post-CCP based on the time spent in CCP.

**Figure 9. Average Time Between Court Cases Pre--- and Post-CCP****Table 23. Length of CCP Admission and Average Time Between New Court Cases**

Length of CCP Stay	Average Number of Days Between Court Cases Pre-CCP	Average Number of Days Between Court Cases Post CCP	N
1-2 weeks	172.9	255.6	23
3-4 weeks	195.7	241.2	17
1 - 3 months	217	256.1	51
4 - 6 months	131.6	228.3	7
6 months to 1 year	116.5	237.2	5

An analysis of variance was conducted to see if there was an effect of time in CCP on the length of time between court cases, but no significant effect was found ( $p = 0.8$ ). A larger sample size of clients would be needed to identify how much of an impact CCP has on the time between court cases.

### Discussion and Conclusion

Multiple scales measuring staff perceptions of attitudes toward inmates illustrated that CCP staff have a generally neutral perception of inmates, with some staff members leaning toward having negative attitudes. Staff held mixed beliefs toward the primary purpose of jail facilities. When asked to rate the criminal justice system's

role and incarceration from punishment (1) to rehabilitation (5), responses averaged 4.0 and 3.4, respectively. However, when asked to rate specific statements about the primary goal of corrections on a scale from 1 to punish and 10 to rehabilitate, staff indicated beliefs closer to punishment as the primary goal, with the responses averaging 6.2. We assume this disparity occurred because the 1 to 5 scales are single, broad statements. In contrast, the other scale provides specific statements related to a particular part of the criminal justice system.

When assessing whether staff believe their primary role is to help rehabilitate inmates or to provide enforcement, responses varied, indicating that staff view their role as flexible. All staff collectively believed that the program is important to some degree, as responses ranged from “important” to “very important.”

While the majority of CCP clients had at least one missed alcohol test result, only 13% of clients had one or more positive alcohol test results. The data indicates that the vast majority of CCP clients complied with the CCP condition of not using alcohol, as measured by alcohol testing.

Our expanded review of jail and court data found that even brief participation in the CCP program was associated with study group members having fewer bookings into jail, fewer court cases, and more extended periods between subsequent arrests or charges, compared to their time before CCP. These findings suggest that CCP is associated with reducing program participants' recidivism rates. While the length of time spent in CCP was not identified as being an essential factor in the level of recidivism reduction, it's important to remember that over ¼ of those in this study were in CCP for between 1 and 3 months, with 45% being in the program for at least 30 days. This indicates that this study's findings apply most accurately to those inmates who spend at least this amount of time within the CCP. While we don't know what factors impact program length of stay, this would be worthwhile to explore in a future study.

Over half (52%) of participants had no new court cases after leaving CCP within their post-period. The severity of court cases, used as a proxy for arrest, acquired by CCP participants after leaving the program generally decreased or stayed the same, as both misdemeanor and felony court cases among this cohort decreased by 43% and 35%. Bookings also typically reduced, with 71% of those who spent at least 7 days in CCP having fewer bookings after leaving the program than before. These reductions were statistically significant.

While we intended to include health data from the Health Information Exchange (HIE), we could not do so at this time. This means that we are unable to assess the CCP's effect on addiction and health. Additionally, this study was conducted without a comparison group of non-CCP participants, so our results can only speak to CCP's effects on those within the program. Whether CCP participants have recidivism rates meaningfully different from inmates in other programs cannot be determined.

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## Appendix A

### Community Custody Program Staff Survey

Please complete the following questions about your job or affiliation with MDC.

I am: (Please select most appropriate and indicate with an 'X')

\_\_\_\_\_ Supervision/Management

\_\_\_\_\_ Non-Supervision Staff

How many *total years* have you worked in the field of corrections? \_\_\_\_\_ years

(Please round up or down partial years - 6 months or more equals 1 year)

How many *total years* have you worked for MDC? \_\_\_\_\_ years

(Please round up or down partial years - 6 months or more equals 1 year)

How many *years* have you worked in your current job assignment? \_\_\_\_\_ years

(Please round up or down partial years - 6 months or more equals 1 year)

Sex: (Please indicate with an 'X')

\_\_\_\_\_ Male

\_\_\_\_\_ Female

Which of the following best describes your race or ethnicity? Please indicate by placing an 'X' next to category or categories (you may choose more than one) that best describes you.

\_\_\_\_\_ African American (Black)

\_\_\_\_\_ Asian American, Pacific Islander

\_\_\_\_\_ Latino/a (Latin American) or Hispanic

\_\_\_\_\_ Native American or American Indian

\_\_\_\_\_ White

\_\_\_\_\_ Other (please specify: \_\_\_\_\_)

How old are you? *Please indicate your age:* \_\_\_\_\_

Indicate your highest level of education you have completed, or the highest degree received.  
(Please indicate with an 'X')

\_\_\_\_\_ Less than high school

\_\_\_\_\_ Some high school

\_\_\_\_\_ High school diploma or equivalent (GED)

\_\_\_\_\_ Some college

\_\_\_\_\_ Completed college, (i.e. B.A./B.S. degree)

\_\_\_\_\_ Master's degree (i.e. M.A./M.S./M.S.W degree)

\_\_\_\_\_ Professional degree/doctorate (i.e., M.D., J.D., Ph.D., Ed.D.)

Please complete the following questions about the Community Custody Program:

Below are a series of statements. Please indicate on the extent to which you Agree or Disagree with the following statements. [1 = Strongly Disagree; 5 = Strongly Agree]

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Trying to rehabilitate offenders is a waste of time.					
Most offenders are generally mean.					
Offenders never change.					
Most offenders have the capacity for love.					
Offenders have feelings like the rest of us.					
Offenders are no better or worse than other people.					
Most offenders are victims of circumstances.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Offenders with a substance abuse problem and/or a mental illness are a burden on society.					
Offenders with a substance abuse problem and/or a mental illness are far less of a danger than most people suppose.					
Less emphasis should be placed on protecting the public from offenders with substance abuse problem and/or a mental illness.					
There are sufficient existing services for offenders with substance abuse problem and/or a mental illness.					

Offenders with substance abuse problem and/or a mental illness do not deserve our sympathy.					
---------------------------------------------------------------------------------------------	--	--	--	--	--

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The jail should play a role in ensuring that individuals are able to access services.					
Diverting low-level drug offenders should be a priority.					
The jail should play a role in ensuring that individuals are able to access needed drug addiction services.					
The criminal justice system should be involved in diverting some types of offenders from the justice system.					
The jail should be expected to collaborate with community-based service providers.					

Below are a series of statements. Please indicate on the extent to which you Agree or Disagree with the following statements. [1 = Strongly Disagree; 5 = Strongly Agree]

#### Perceptions of Danger

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Being a jail correctional officer is a dangerous job.</b>					
<b>My job is a lot more dangerous than jobs outside corrections.</b>					
<b>In my job, a person stands a good chance of being assaulted by the inmates.</b>					
<b>There is really not much chance of getting hurt by the inmates in my job.</b>					
<b>There is at least one assault on correctional staff by inmates</b>					

monthly.					
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Below are a series of statements. Please indicate on the extent to which you Agree or Disagree with the following statements. [1 = Strongly Disagree; 5 = Strongly Agree]

#### Job Stress

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
When I'm at work, I often feel tense or uptight.					
A lot of times, my job makes me very frustrated or angry.					
Most of the time when I am at work, I don't feel that I have much to worry about. I am usually calm and at ease then I am working.					
I usually feel that I am under a lot of pressure when I am at work.					
There are a lot of aspects about my job that can make me pretty upset.					

Below are a series of statements. Please indicate on the extent to which you Agree or Disagree with the following statements. [1 = Strongly Disagree; 5 = Strongly Agree]

#### Job Satisfaction

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I like the duties I perform in my job.					
I am satisfied with my present job assignment. I enjoy most of the work I do here.					
My job suits me very well.					
If I had the chance, I would get a job in something other than what I am doing now.					
My job is usually worthwhile.					
I like the duties I perform in my job.					

Please rate how often you have experienced the following:

	Never	Rarely	Sometimes	Often	All the Time
An ability to deal very effectively with the problems of inmates.					

A feeling that you are positively influencing other people's lives through your work.					
A feeling of accomplishment after working closely with inmates.					
A feeling that you can easily create a relaxed atmosphere with inmates.					

### Job Characteristics Scale

11. The following statements refer to your current job. For each of the following statements, please circle the number that best represents the degree your job stands for rehabilitation or enforcement.

In my job, my primary obligation is to:

Rehabilitate the inmate/participant      1    2    3    4    5      Enforce supervisory conditions

My primary concern in my job is to:

Rehabilitate the inmate/participant      1    2    3    4    5      Monitor and assure inmate/participant compliance

My most appropriate role with inmate/participant is to:

Support      1    2    3    4    5      Supervise

The most essential part of my job is:

Counseling      1    2    3    4    5      Enforcing

My primary function is:

Intervention/rehabilitation      1    2    3    4    5      Enforcement

My job function most closely approximates

Social work      1    2    3    4    5      Law enforcement

The most important aspect of my job is

Intervention      1    2    3    4    5      Surveillance

The most important part of my job is

Counseling      1    2    3    4    5      Monitoring

The most effective way to change behavior is through:

Positive reinforcement      1    2    3    4    5      Punitive sanction

Case supervision should be designed to

Change behavior      1    2    3    4    5      Regulate behavior

Below are a series of statements. Please indicate on the extent to which you Agree or Disagree with the following statements. [1 = Strongly Disagree; 5 = Strongly Agree]

### Policy

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am familiar with the MDC CCP policy					

In general, I agree with MDC's CCP policing regarding inmate security					
In general, I agree with MDC's policies regarding CCP management					
In general, I agree with MDC's policies regarding CCP treatment/intervention					
I am committed to the success of CCP					
In general, I agree with MDC's policies regarding CCP					
I know what my supervisors expect of me					
I have access to all the resources I need to do my job					
I feel safe in my workplace					
We are prepared to handle an emergency					
MDC is a good place to work					
I am aware of MDC's emergency preparedness policies and procedures					
In general, I agree with MDC's emergency preparedness policies and procedures					
I have been trained to perform my duties					

### Policy Continued

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Inmates/participants are made aware of all the procedures and regulation of CCP upon intake					
Inmates/participants receive two chances to be reinstated into CCP after committing a violation					
Inmates convicted of crimes such as first-degree murder, any sex offense, or has a history of CCP escapes, they are still eligible to enter CCP					
All inmates accepted into CCP have their employment verified by a Community Custody Officer					



To prevent prisoners from committing more crimes by keeping them locked up	
To punish each prisoner and discourage them from committing more crimes after they are released	
To punish prisoners as an example and discourage other people from committing crime	

Open-ended question: What do you believe the main purpose/goal of a jail should be?

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Below are a series of statements. Please indicate on the extent to which you Agree or Disagree with the following statements. [1 = Strongly Disagree; 5 = Strongly Agree]

The statements below deal with attitudes towards prisoners.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Prisoners are different from most people					
Only a few prisoners are really dangerous					
Prisoners never change					
Most prisoners are victims of circumstances and deserve to be helped					
Prisoners have feelings like us					
It is not wise to trust a prisoner too far					
I think I would like a lot of prisoners					
Give a prisoner an inch and they'll take a mile.					
Most prisoners are stupid					
Prisoners need affection and praise just like anybody else					
You should not expect too much from a prisoner.					
Trying to rehabilitate prisoners is a waste of time and money.					
You never know when a prisoner is telling the truth.					
Prisoners are not better or worse than other people.					

You have to be constantly on your guard with prisoners.					
In general, prisoners think and act alike.					
If you give a prisoner your respect, they will give you the same.					
Prisoners only think about themselves.					
There are some prisoners I would trust with my life.					
Prisoners will listen to reason.					
Most prisoners are too lazy to earn an honest living.					
I wouldn't mind living next door to an ex-prisoner.					
Prisoners are just plain mean at heart.					
Prisoners always are trying to get something out of somebody.					
The values of prisoners are about the same as the rest of us.					
I would never want one of my children dating an ex-prisoner.					
Most prisoners have the capacity for love.					
Prisoners are just plain immoral.					
Prisoners should be under strict, harsh discipline.					
In general, prisoners are basically bad people.					
Most prisoners can be rehabilitated.					
Some prisoners are pretty nice people.					
I like associating with some prisoners.					

Overall, how important do you believe the role of this program is in impacting recidivism rates for those clients who are involved with the criminal justice system?

1. **Very important**
2. **Important**
3. **Somewhat important**
4. **Not that important**
5. **Not important at all**

4. Do you feel the program has succeeded in enhancing participant's capacity to function in the community? (*i.e. reduced contact with the criminal justice system, education, job skills, employment, housing, and health.*)

Yes\_\_\_\_\_ No\_\_\_\_\_

If yes, please explain:

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