

▶ Bay Area Community Resources

# Marin County Jail Intensive Day Treatment

## Evaluation Report

*Prepared by:*

*Pat Reyes, Robert Bennett, Brenda Abrams, Felicia Tripp*

*Resource Development Associates*

*3685 Mt. Diablo Blvd., Suite 351*

*Lafayette, CA 94549*

*(925) 299-7729*

*[www.resourcedevelopment.net](http://www.resourcedevelopment.net)*

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## I. EXECUTIVE SUMMARY

### A. DESCRIPTION OF THE PROGRAM

The Marin County Jail Intensive Day Treatment Program is a collaboration between Bay Area Community Resources and the Marin County Sheriff's Department designed to address the problem of substance abusing offenders within the Marin County Jail. The program seeks to prepare in-custody offenders to participate effectively in treatment programs when they return to the community and to reduce the cycle of criminal recidivism characteristic of substance abusing offenders. The overarching goals of the program are:

- Goal 1: Increase inmates' access to substance abuse treatment services.
- Goal 2: Improve participants' attitude towards AOD abstinence and increase motivation to maintain sobriety
- Goal 3: Reduce participants' criminal justice involvement.
- Goal 4: Improve participants' substance abuse related problems.
- Goal 5: Encourage peer support in order to increase peer counselors' learning and skills and to assist other inmates in their recovery.

C-Pod (for men) is similar to an intensive 90-day therapeutic community residential treatment program and F-Pod (for women) is similar in structure to an intensive 90-day outpatient treatment program. C-Pod provides six hours of structured activities a day and F-Pod provides for 3 hours. In addition there are twice-weekly AA and NA meetings. Structured activities include group meetings, lectures, book study, and individual counseling sessions. In addition, participants are encouraged to take advantage of the availability of parenting classes, spirituality classes, GED preparation and tests, general education, literacy programs, family reunification, and Marin Abused Women's Services domestic violence classes. Inmates obtain a certificate of completion after two months of participation and a certificate of graduation is earned after three months participation. The program utilizes a peer counseling approach whereby inmates who have completed the program but are fulfilling the remainder of their sentence are selected and encouraged to become volunteer-mentors.

### B. EVALUATION APPROACH

#### *Design*

The evaluation compares outcomes utilizing a one-year pre- post-intervention design. The main analysis group is restricted to those who are released from jail into the community or into a treatment program within one month of termination from the treatment program. Comparisons are made by length of time in the program as well as regular participant vs. volunteer/mentor.

#### *Data Sources*

The evaluation used both quantitative and qualitative sources of data. These include: 1) Marin County Arrest and Booking data from The Criminal Justice Information System (CJIS); 2) Assessments of one-year post-release well-being from abstraction of Probation case notes recorded in the PRISM database; 3) BACR program data including demographics and program entry and termination dates; 4) Focus groups with current program participants; 5) Telephone interviews with community based treatment providers; and 6) Key informant telephone interviews.

## C. FINDINGS

*Overall, the evaluation confirmed that the program is well-designed and well-implemented and produces highly positive outcomes for inmates who participate.* The evaluation found that the program was effective in reducing days of subsequent incarceration, promoting enrollment and retention in treatment programs after release, reducing substance abuse, and increasing employment during the post-release period.

Results below are based upon analyses of the booking data and probation case notes.

### *Engagement in Treatment Services and Substance Use*

- 70% of clients enrolled in at least one treatment program in the year after release.
- 30% of all clients in this sample completed a treatment program in the year following release.
- 40% engaged in 12-Step type support groups.
- 70% of clients had no indication in probation case notes of drug use during the year post-release.

### *Housing and Employment Status*

- 12% of clients were homeless at some time during the one-year post-release period.
- 15% of clients were employed full-time at some point in the post-release year and another 38% had part-time or occasional paid work.

### *Criminal Recidivism*

- 56% had one or more bookings in the year following termination from treatment.
- The number of individuals with at least one felony or misdemeanor booking decreased from the pre-treatment period to the post-treatment period. There were also decreases in the number of people with one or more bookings in each charge category.
- There was a statistically significant average decrease of 65 days in jail from bookings occurring one-year pre-treatment to one-year post-treatment.

Additionally, the evaluation found that length of time in the in-custody program was related to post release substance use, treatment program enrollment, employment and justice outcomes with longer periods in the in-custody program being associated with greater improvements in these areas. An analysis of potential cost savings due to averted days in jail from the pre to the post program (post-release) period found savings of those staying longer than one month ranging from \$5,492 to \$11,215 per person depending upon length of time in the program.

Volunteer/mentors had better outcomes than regular participants in many areas. They were more likely to enroll in a treatment program, complete a treatment program, participate in a 12-step support groups, be less likely to have evidence of drug use, were more likely to be employed full time, and had a greater decrease in jail days. They were as likely to be homeless, be employed in any capacity (fulltime, part-time, or occasional), and as likely to be remanded to jail for failure to meet conditions of parole or probation.

### *Satisfaction with the Program – Results of Interviews and Focus Groups*

*BACR's in-custody substance abuse treatment program has helped inmates take steps to make significant changes in their lives.* The interviews and focus groups attest to the program's effectiveness in

motivating clients and readying them for additional treatment upon release. In addition, BACR staff facilitate the client's entry into treatment and into the community after leaving the jail.

*According to interviews conducted as part of this evaluation, Marin County Jail, Probation Department, and treatment providers in the community find direct benefit from this program.* The benefits include: a more manageable inmate population which uses its time productively, more informed recommendations to the Parole Board, an in-custody treatment resource for the Parole Board, support for Probation Officers in their assessment of inmate needs upon release, and coordination of enrollment into a treatment program upon release. Treatment programs in the community appreciate the high level of expertise that BACR provides during the referral and placement process.

*An area agreed on by staff and women participants to be facing difficulty is the women's program.* Because there is only one woman's pod in the jail, program participants are housed together with inmates not in treatment. The women do not enjoy the isolation from the general jail population that allows the men's program to create a therapeutic community. This structural issue also limits the total amount of programming time. The jail commander, who is extremely supportive of this program, also stated that he would like to see an intensive all-day program for the women. This would only be possible if they were able to create a women's treatment-only pod. If funds were available to add additional staff and retrofit F-Pod to create a physical barrier separating treatment vs. non-treatment areas for the women, they would be able to create such a program. Participants also reported that supervising deputies are not uniformly supportive of the women's program. Cross-training of jail staff who work in the treatment pods with treatment personnel may be helpful.

## II. INTRODUCTION

### A. BACKGROUND

#### *Drug Use in the Offender Population*

A study by the Center on Addiction and Substance Abuse at Columbia University reveals that at least 77 percent of local jail inmates have used an illegal drug regularly (at least weekly for a period of at least one month); been incarcerated for drug selling or possession, driving under the influence of alcohol (DUI) or another alcohol abuse violation; were under the influence of alcohol or drugs when they committed their crime; committed their offense to get money for drugs; have a history of alcohol abuse, or share some combination of these characteristics (Belenko, 1998). Inmates who have abused alcohol or drugs often have special health needs that add expense to their incarceration. These include detoxification programs, mental and physical health care, and AIDS treatment.

#### *Recidivism*

Sixty-to-seventy percent of released prisoners are rearrested within three years (BJS, 2003; JTO 2005). In 1980, rearrests accounted for 17 percent of all prison admissions. They now make up 35 percent (IDU HIV Prevention, 2001). The Marin County Sheriff's Crime Analysis Unit found that 67% of male inmates and 52% of female inmates had previously served time in the Marin County Jail. As a result both the prison population and jail costs have increased dramatically. The results of these high recidivism rates, including incarceration costs, are so staggering that Congressional leaders are working on legislation that could provide grants for delivering healthcare and other services to ex-offenders.

For substance abusers the recidivism rates are even more staggering. Inmates who are alcohol and drug abusers and addicts are the most likely to be reincarcerated. The more prior convictions an individual has, the more likely that individual is a drug abuser: in state prisons 41 percent of first offenders have used drugs regularly, compared to 63 percent of inmates with two prior convictions and 81 percent of those with five or more convictions. The result has been a steady and substantial rise in the nation's prison population over the past generation (Belenko, 1998).

#### *In-Custody Drug Treatment and Successful Reentry*

Investments in education, training and drug treatment programs within prisons are having a large impact on reducing recidivism, showing reductions in recidivism as high as 40% (Brown, 2000). The Office of National Drug Control Policy has found that a 50% reduction in recidivism can be achieved through drug therapy while in prison and under post-incarceration supervision (Office of National Drug Control Policy, 2001). Women treated in prison also have fewer arrests, less drug use, and greater employment (Hall, et al, 2004). A report from the Little Hoover Commission reveals that an alcohol and drug treatment can save \$7 in incarceration costs for every \$1 spent, with gains attributable to reduced crime, enhanced workplace productivity, and lower health care costs (Marks, 2003). Treatment programs show the best results when adhering to a continuum of care model from institution to community (Hiller, Knight, & Simpson, 1999).

### B. DESCRIPTION OF THE PROGRAM

Bay Area Community Resources designed a program to address the problem of substance involved offenders with the inception of the Marin County Jail Intensive Day Treatment program which is funded by the Marin County Sheriff's Department. The program seeks to prepare in-custody offenders to enter and successfully complete treatment programs when they return to the community and to reduce the cycle of

criminal recidivism characteristic of substance abusing offenders. The overarching goals of the program are:

- Goal 1: Increase inmates' access to substance abuse treatment services.
- Goal 2: Improve participants' attitude towards AOD abstinence and increase motivation to maintain sobriety
- Goal 3: Reduce participants' criminal justice involvement.
- Goal 4: Improve participants' substance abuse related problems.
- Goal 5: Encourage peer support in order to increase peer counselors' learning and skills and to assist other inmates in their recovery.

Approximately 60 men and up to 20 women are in the program at any one time with 250-300 participating in the program in a year. The treatment pods house about one-third of the total Marin County Jail population. Inmates are referred into the program in a variety of ways including: self or word-of-mouth, public defender, probation officer, judge, or the Marin County Parole Board.

Inmates are generally eager to enter the treatment program because participation and successful completion of the program appears favorably on their record and can facilitate release or fulfill a condition of parole. Research shows that those coerced to participate in substance abuse treatment have as good or better outcomes than those who volunteer for treatment.

When first begun, the program was a simple pre-treatment program but has since grown into a more structured and intensive program. C-Pod (for men) is now similar to an intensive 90-day residential treatment program and F Pod (for women) is similar in structure to an intensive 90-day outpatient treatment program. C-Pod provides six hours of structured activities a day and F-Pod provides three hours. In addition there are twice weekly AA and NA meetings. Structured activities include group meetings, lectures, book study, and individual counseling sessions. In addition, participants are encouraged to take advantage of the availability of parenting classes, spirituality classes, GED preparation and tests, general education, literacy programs, family reunification, and Marin Abused Women's Services domestic violence classes. Inmates obtain a certificate of completion after two months of participation and a certificate of graduation is earned after three months participation.

These activities are designed to provide the participants with the following:

- Education about their drug and alcohol addiction and their criminal behavior in order to improve their social development and sense of personal responsibility;
- Opportunities to take responsibility towards seeking treatment post-incarceration;
- A foundation to be successful in treatment after incarceration or while on County Parole; and
- The proper tools to become leaders and role models within the recovery community.

BACR's Marin County Intensive Day Treatment program incorporates a peer counseling approach. Inmates who have completed the program but are fulfilling the remainder of their sentence have the option to become a volunteer-mentor. The volunteer-mentor position is an essential part of the program and is designed to encourage the inmate/client to be accountable and start giving back to the community. There are up to 18 volunteer-mentors in the two pods at any one time. They aid the program by supporting new members, helping with homework, group facilitation, and being role models to other prisoners.

After completing the education component of the treatment program, inmates may generally remain in the treatment pod until their sentence at Marin County Jail is finished. Upon release from jail, inmates are discharged to the community with the expectation that they will continue to participate in a residential or outpatient treatment program. To increase the likelihood of this occurring treatment plans are created in preparation for release, BACR arranges bed space for those seeking residential treatment and coordinates interviews with the community program's intake coordinator. If the inmate is on parole, probation, or early release and treatment is a condition of release, BACR staff will drive the participant to the residential treatment program. Approximately one-third of participants do not enter a treatment program because they either complete additional jail time beyond treatment completion, are released to state prison or to another county jail. A small number are returned to a non-treatment pod within Marin County Jail.

The program is culturally competent. There are 10-12 monolingual Spanish speaking inmates in the men's treatment pod at any one time. The program director is the bilingual staff person. He will conduct the individual counseling sessions with these clients in Spanish. Groups are conducted in English. Mentor-volunteers provide support to monolingual Spanish speaking inmates in understanding group content and homework. Three NA/AA meetings a week are held in Spanish by a bilingual mentor/volunteer. During that time mentors clarify group process, concepts, and answer questions. When BACR staff prepare treatment plans for the participant upon release they will refer the Latino and Asian clients to culturally specific programs.

### III. EVALUATION APPROACH

#### A. DESIGN

The evaluation compares outcomes utilizing a one-year pre/post intervention design. The main analysis group is restricted to those who are released from jail into the community or into a treatment program within one month of termination from the treatment program. Those participants who upon discharge from the treatment program are released to another in-custody situation (e.g., another Marin County Jail pod, to State prison, or to another county) were not tracked for outcomes because individuals who are still in-custody do not have a comparable opportunity to attain outcomes as do those who are out of custody. Comparisons are made by length of time in the program as well as regular participant vs. volunteer/mentor.

BACR's program engages in a process of continual improvement. Thus, outcome findings are a reflection of the effectiveness of the program as it was operating in FY 2002-03. Qualitative data in the form of interviews and client focus groups supplement justice data and provide additional insights into the functioning and impact of the program.

#### B. DATA SOURCES

##### *Arrest and Booking Data*

The Criminal Justice Information System (CJIS) is the source of arrest and booking data in Marin County. A list of clients was submitted by BACR to the Crime Analysis Unit of the Marin County Sheriff's Department. The analyst produced a printout of the booking history for 110 clients. The data from the booking reports was entered into a spreadsheet by BACR staff. This data was transmitted to the evaluator linked only by study identification number. The booking reports with identifiers were then destroyed.

Booking data from State and Federal sources is difficult to obtain. Thus the justice data presented in this report reflects only occurrences recorded in Marin County's system. Because of the limitation to offences occurring in Marin County, we excluded those clients who were not residents of Marin County during the year before arrest leading to the jail sentence.

##### *Probation Case Notes*

Marin County probation officers record information for their caseload on the PRISM database. Both case notes and specific data items are entered. The case note files for clients are the primary source of information for the evaluation's one-year post-release outcomes. The Probation Department provided printouts of the case notes based upon a list of BACR day treatment clients. The evaluator developed a data abstraction and recording tool. BACR staff then read through the notes and made determinations on outcomes listed in the abstraction tool. If there was not enough information in the case notes to make a determination on an item it was recorded as missing. If the notes appeared to have gaps in information for the period of interest they were not used. Following data abstraction the case notes were destroyed. Data was transmitted to the evaluator linked only by study identification number.

##### *BACR Program Records*

Project staff collect information at intake and discharge that is entered into a BACR database. BACR provided RDA with data on participants linked by the study identification number. This was the source of demographics, program entry, and termination dates.

### ***Participant Focus Groups***

Bay Area Community Resources arranged for the evaluator to conduct focus groups with participants in the agency's in-custody treatment program in the Marin County Jail. Three groups were facilitated. Each group lasted about one hour and began with a brief explanation of the purpose of the discussion. Participants were advised of their right not to answer questions and that their confidentiality would be protected. Questions provided opportunities for participants to give feedback on program functioning and its impact on their lives. The mentors on C-pod were asked a slightly different set of questions which focused on their role in the program. Focus group questions are included in the Appendix.

- 1) *C-Pod participants* - A total of 8 African-American and White men participated in this focus group. They had been in the program for a time ranging from two months to one year. Two of the participants had been in a treatment program previously in the community.
- 2) *C-Pod volunteer/mentors* - A total of 9 African-American, White, Latino and Asian men participated in this focus group. All had been in the program for over three months. All of the participants had also been in a treatment program in the community.
- 3) *F-Pod participants and mentors combined* - A total of 4 Latina and White women participated in this focus group. They had been in the program for a time ranging from three weeks to two months. For three this was their first treatment episode. One had participated in an in-custody treatment program at another facility.

### ***Treatment Provider Interviews***

Telephone interviews were conducted with four substance abuse treatment providers who have worked with Marin County Jail treatment program participants upon release. These staff are in a unique position to provide feedback on how the program has prepared participants for continued treatment. Programs represented were primarily residential programs. Question areas included their perceptions of BACR's program, how well they prepare participants for community treatment, and their management of the referral and placement process.

### ***Key Informant Interviews***

Telephone interviews were conducted with individuals who have a perspective on the program of a specialized nature. A core set of questions was developed as well as items specific to their role. Interviews were conducted with the following: 1) Division Director of Adult Probation, Marin County; 2) Commander of Detention Services Bureau, Marin County Sheriff's Office; and 3) Director of BACR's Marin County Jail Treatment program with input from staff.

## **C. DATA ANALYSIS**

Unweighted frequencies (counts and percentages) as well as descriptive statistics (average and standard deviation) are provided. Percentages are based on non-missing responses. Chi-square and t-tests are conducted where appropriate.

## IV. FINDINGS

### A. Post Release Outcomes (PRISM Notes Dataset)

#### *Demographics*

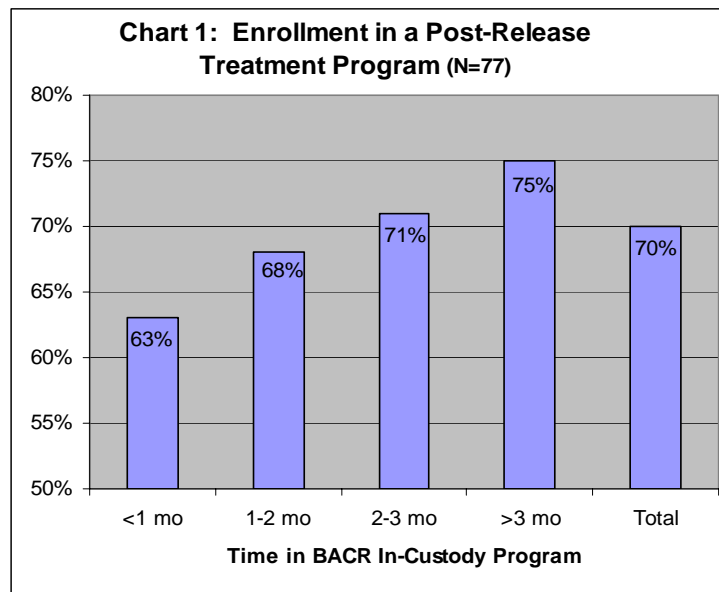
There are a total of 83 clients for whom we have adequate data quality from the abstraction of probation notes to utilize for this analysis. Almost two-thirds of the sample (64%) is male and 36% is female. The largest ethnic/racial group is White (59%) followed by African-American (22%) (Table 1). The average age was 37 years and ranged from 19 to 63 years of age.

**Table 1: Ethnic Distribution of Clients in PRISM Dataset (N=83)**

Race/Ethnicity	Number	Percent
White	49	59%
African-American	18	22%
Latino	5	6%
Asian/Pac Isl	3	4%
Other/Bi-Racial/Unknown	8	9%
Total	83	100%

#### *Engagement in Treatment Services & Substance Use*

Seventy percent of clients participated in at least one treatment program in the year after release. Time in the BACR in-custody program appears to be related to likelihood of engaging in treatment services post-release with those in the program for less than one month least likely to participate in a program (Chart 1; Table 2). Clients were also engaging in 12-Step type support groups with 40% overall having participated during the post-release year. The association of in-custody treatment time and post-release program participation is evidence of a causal connection between program participation and the observed outcome.



**Table 2: Engagement in Treatment Post Release by Time in BACR**

Time in BACR	Average number of programs	Std.Dev.	Number Enrolling in a tmt program	Percent Enrolling in a tmt program
Less than one month (n=11)	1.00	1.00	7	64%
One to two months (n=25)	0.92	0.81	17	68%
Two to three months (n=17)	0.88	0.78	12	71%
More than three months (n=24)	0.83	0.56	18	75%
Total (n=77)	0.90	0.75	54	70%

Almost one-third (30%) of all clients in this sample completed a treatment program in the year following release (Table 3). Those who had been in the BACR program for less than a month were least likely to have completed a treatment program once out of custody.

**Table 3: Completion of a Post Release Program by Time in Program**

Time in BACR	Number Completing a program one year post-release	Percent Completing a program one year post-release
Less than one month (n=9)	1	11%
One to two months (n=23)	9	39%
Two to three months (n=17)	4	24%
More than three months (n=20)	7	35%
Total (n=69)	21	30%

Clients enrolled in a variety of treatment programs throughout the Bay Area (Table 4). There were a total of 30 programs attended as listed in probation officer notes. Clients may have enrolled in more than one in the post-release year. The most frequently attended programs are Center Point (10), Salvation Army –Oakland (10), Delancey Street (6), Henry Ohlhoff (5), and CURA (4), and Marin Services for Women (4).

**Table 4: Treatment Programs Utilized by Clients Post-Release**

Name of Program	Number Enrolling in Program
Bonita House	1
Buckelew	1
Casa Maria, Brisbane	1
Center Point	10
Chrysalis House	3
CURA	4
Delancey Street	6
Epiphany House	1
Freedom from Alcohol and Drugs	1
Haight Ashbury	1
Henry Ohlhoff	5
Kaiser Outpatient	1
Linda Reed Center	1
Marin Services for Women	4
MAWS	1
New Bridges	1
Orchid	1
Ozanam Center	1
Positive Changes	3
Project Aurora	1
PSG	1
Recovery Concepts	1
Saint Anthony's	1
Salvation Army (ARC), Oakland	10
Tam Day Treatment	1
TLC	3
Voyager	1
Walden House	1
Women's Recovery Center	2
Word of Faith	1

Evidence of drug use was indicated by self-report of use or positive urine results. For seventy percent of clients there was no indication in case notes of drug use during the year post-release. Those in the in-custody BACR program the least length of time were most likely to have a relapse in drug use (Table 5).

**Table 5: Drug Use Post Release by Time in BACR**

Time in BACR	Number with indication of drug use	Percent with indication of drug use
Less than one month (n=10)	6	60%
One to two months (n=25)	9	36%
Two to three months (n=18)	4	22%
More than three months (n=20)	3	15%
Total (n=73)	22	30%

***Housing Stability***

Twelve percent of clients were homeless at some time during the one-year post-release period.

**Table 6: Post Release Homelessness by Time in BACR**

Time in BACR	Number who were homeless	Percent who were homeless
Less than one month (n=10)	2	20%
One to two months (n=24)	3	12%
Two to three months (n=18)	1	6%
More than three months (n=21)	3	14%
Total (n=73)	9	12%

***Employment Status***

Fifteen percent of clients overall were employed full-time at some point in the post-release year and another 38% had part-time or occasional paid work (Table 7). Clients who had less than one month in BACR were the most likely to be unemployed.

**Table 7: Employment in Post Release Year by Time in BACR**

Time in BACR	Full-Time	Part-Time/ Occasional	None	Total
Less than one month	0% (0)	22% (2)	78% (7)	100% (n=9)
One to two months	22% (5)	39% (9)	39% (9)	100% n=23
Two to three months	18% (3)	38% (6)	44% (7)	100% (n=16)
More than three months	10% (2)	45% (9)	45% (9)	100% (n=20)
Total	15% (10)	38% (26)	47% (32)	100% (n=68)

***Outcomes by Volunteer/Mentor Status***

There were 17 volunteer/mentors included in the probation notes data. Table 8 below presents the post-release outcomes discussed in the earlier sections by volunteer/mentor status. Percentages are based upon non-missing data for each item. Volunteer/mentors had better outcomes than regular participants in many areas. They were more likely to enroll in a treatment program, complete a treatment program, participate in a 12-step support groups, be less likely to have evidence of drug use, and were more likely to be employed full time. They were as likely to be homeless, be employed in any capacity (fulltime, part-time, or occasional), and as likely to be remanded to jail for failure to meet conditions of parole or probation.

**Table 8: Probation Outcomes by Volunteer Status (N=83)**

	Volunteer/ Mentors (N=17)	Regular Participant (N=66)
Outcome	Percent	Percent
Enrolled in a treatment program	88%	68%
Completed a treatment program	40%	27%
Participated in a 12-Step	50%	37%
Evidence of drug use	7%	37%
Homeless	13%	12%
Employed		
Full time	36%	9%
Part-time/Occasional	14%	43%
Remanded	35%	33%

**C. CRIMINAL RECIDIVISM (CJIS DATA)**

For this analysis we included individuals who had been released to the community within one month following termination from the BACR program. Of the 110 clients for whom we obtained Marin County booking data, 89 were eventually released to the community or a residential treatment program. However,

only 52 met the criteria of being released within one month of termination from the program and are included in the one-year post-release analysis.

**Demographics**

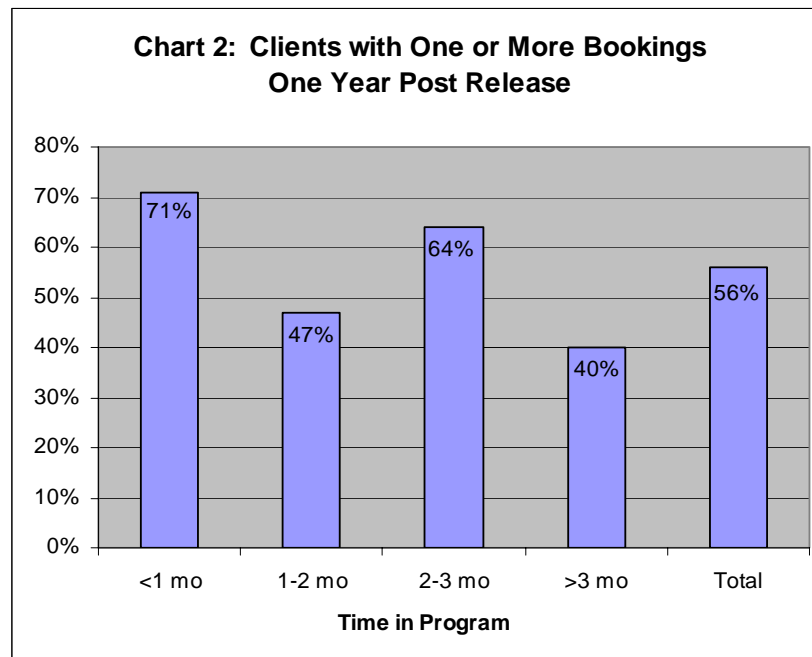
Almost three-fourths of the study group is male (73%) and 27% are female. The largest ethnic/racial group is White (71%) followed by African-American (15%) (Table 9). The average age was 38 years and ranged from 19 to 63 years of age.

**Table 9: Ethnic Distribution of Clients in CJIS Dataset (N=52)**

Race/Ethnicity	Number	Percent
White	37	71%
African-American	8	15%
Latino	3	6%
Asian/Pac Isl	1	2%
Other/Bi-Racial/Unknown	3	6%
Total	52	100%

**Bookings**

Of the sample of 52, 56% (n=29) had one or more bookings in the year following termination from treatment. After dividing the sample into four groups by length of time in the program we can see that those who were in the program for less than one month were the most likely to have a booking in the following year (Table 10; Chart 2). The group least likely to have a booking was those who were in the program for three or more months. However, that group had the highest average number of bookings. Sub-sample sizes are relatively small. Future analyses with larger samples will be important to see if the emerging patterns remain.



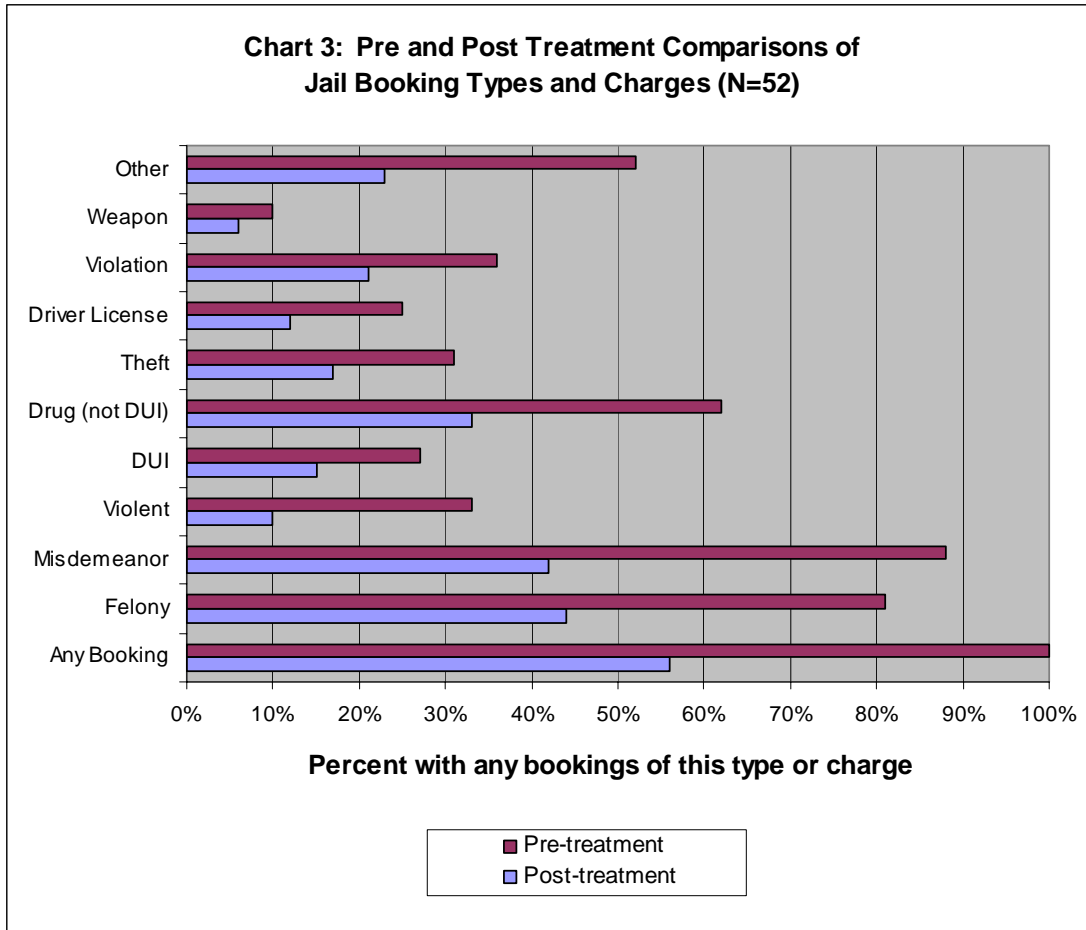
**Table 10: Bookings One Year Post Release by Time in Program**

Time in Program(n)	Number of bookings: Pre-Treatment Avg(Std.Dev.)	Number of bookings: Post-Treatment Avg(Std.Dev.)	Clients with one or more bookings Post Release	Pct. with one or more bookings Post Release
Less than one month (n=14)	3.36 (2.20)	1.29 (1.38)	10	71%
One to two months (n=17)	2.82 (1.98)	0.94 (1.25)	8	47%
Two to three months (n=11)	2.45 (1.57)	1.09 (1.45)	7	64%
More than three months (n=10)	1.70 (1.25)	1.50 (2.01)	4	40%
Total (n=52)	2.67 (1.89)	1.17 (1.46)	29	56%

The charges for each booking were described by type (felony or misdemeanor). In addition they were placed into charge categories as described in the table below. Each booking may have multiple charge categories associated with it.

Category	Description of charges included
Violent	battery, domestic violence, threats of violence; violate restraining order
DUI	driving under the influence of alcohol or other drugs
Drug	under the influence of AOD (not DUI), manufacture, sale, possession of AOD or paraphernalia
Theft	burglary, petty theft, robbery, receive or sell stolen property, forgery for financial gain, attempt to defraud, in possession of forged docs
License	driving without a license or with revoked license; in possession of forged driver's license
Violation	violate conditions of probation; failure to appear before court; while on bail.
Weapons	possession, sale, manufacture of weapons or explosives
Other	resist arrest, disorderly conduct, vandalism, not in any other category

The number of individuals with at least one felony or misdemeanor booking decreased from the pre-treatment period to the post-treatment period. There were also decreases in the number of people with one or more bookings in each charge category (Chart 3; Table 11). The average number of bookings for the entire group (n=52) decreased as well. These decreases were statistically significant for total bookings, felony and misdemeanor bookings, and bookings with charges that were in the following categories: violent, drug-related, DUI, theft, violation, or other.



**Table 11: Pre and Post Treatment Comparisons of Booking Types and Charges (N=52)**

Booking Type/Charge	Percent with any bookings of this type or charge		Average number of bookings of this type or charge		Z score
	Pre-tmt	Post-tmt	Pre-tmt	Post-tmt	
Any Booking	100%	56%	2.67	1.17	-4.22 ***
Felony	81%	44%	1.29	0.60	-4.00 ***
Misdemeanor	88%	42%	2.13	0.87	-4.01 ***
Violent	33%	10%	0.56	0.13	-2.77 **
DUI	27%	15%	0.56	0.19	-2.83 **
Drug (not DUI)	62%	33%	1.04	0.48	-3.06 **
Theft	31%	17%	0.38	0.17	-2.22 *
Driver License	25%	12%	0.44	0.19	----
Violation	36%	21%	0.52	0.21	-2.49 *
Weapon	10%	6%	0.12	0.08	----
Other	52%	23%	0.73	0.35	-2.52 *

Comparisons were made using Wilcoxon signed rank tests, \*p<.05 \*\*p<.01 \*\*\*p<.001

**Days in Jail**

Table 12 below compares the days in Marin County Jail for bookings occurring one-year pre-treatment to one-year post-treatment. If an individual was released to another in-custody institution (for example, state prison or another jurisdiction) or was incarcerated in another county those days are not reflected here.

The group as a whole (N=52) saw a statistically significant average decrease of 65 days in jail from bookings occurring one-year pre-treatment to one-year post-treatment ( $t=2.51$ ;  $p<.05$ ). Fifty-six percent had one or more jail days in the post-treatment period. Differences in change in days in jail by the length of time in the treatment program showed that those who participated for one month or less had poorer outcomes. However, the number in each group is too small and the variance too large (as measured by the std dev) to determine if these observations are statistically significant.

**Table 12: Days in Jail for Pre and Post-Treatment Bookings by Time in Program**

Time in Program(n)	Average days in jail pre-tmt	Average days in jail post-tmt.	Change in days Avg (Std Dev)	Pct. with one or more days of jail post-tmt
Less than one month (n=14)	102	90	-12 (194)	71%
One to two months (n=17)	108	48	-60 (147)	47%
Two to three months (n=11)	177	67	-110 (278)	64%
More than three months (n=10)	140	40	-100 (103)	40%
Total (n=52)	127	62	-65 (187)	56%

**Volunteer/Mentor Status**

The resulting sample of 52 contained only 8 participants identified as mentor/volunteers. While findings comparing mentor/volunteers with regular participants are presented here, caution should be taken generalizing to the larger group because of the small sample size.

The volunteer/mentors on average had a greater number of bookings and jail days prior to entering the BACR program than did regular participants (Table 13). In the year after release volunteer/mentors still had a somewhat higher number of bookings, though the decrease in the number of bookings was the same. Volunteer/mentors had both fewer jail days post treatment and a greater decrease in jail days than did regular participants.

**Table 13: Justice Outcomes by Volunteer Status (N=52)**

Outcome	Volunteer/Mentors (N=8)		Regular Participant (N=44)	
	Average	Std.Dev.	Average	Std. Dev.
Pre Treatment Bookings	3.00	2.14	2.61	1.86
Post Treatment Bookings	1.50	1.69	1.11	1.43
Change in Bookings	-1.50	2.14	-1.50	2.16
Pre Treatment Days in Jail	205	258	113	98
Post Treatment Days in Jail	24	33	69	120
Change in Jail Days	-181	252	-44	168

**Cost Savings in Jail Days**

The following is an analysis of potential costs savings due to averted days in jail resulting from program participation. The average reduction in days in jail from pre to post treatment is multiplied by the cost per day in Marin County jail (\$114.46). Because those staying longer in the program had a greater reduction in one-year post-release jail days, the corresponding cost savings of those staying longer than one month was greater as well and ranged from \$5,492 to \$11, 215 per person (Table 14).

Less measurable is the impact that crimes avoided have on the community. Additional social savings—beyond those we are able to measure—might be expected to arise from longer-term reductions in recidivism, from participation in employment, lower use of public benefits, and reductions in other antisocial behaviors such as family violence.

**Table 14: Cost Savings Due to Reductions in Jail Days**

Time in Program(n)	Avg pre-post reduction in days in jail	Pre-post cost differential in jail days*	Cost differential X individuals in sample(n)
Less than one month (n=14)	12	\$1,375	\$19,250
One to two months (n=17)	60	\$6,867	\$116,793
Two to three months (n=11)	110	\$12,590	\$138,490
More than three months (n=10)	100	\$11,446	\$114,460
Total (n=52)	65	\$7,440	\$386,880

\* average reduction in jail days X cost per day (\$114.46)

**C. Satisfaction with Program Functioning and Impact**

The findings in this section are the result of focus groups with current participants, interviews with treatment providers in the community who have had BACR participants enter their program upon release from jail, the Marin County Jail Commander, the Director of Adult Probation in Marin County, and the BACR Program Director.

### ***In-Custody Substance Abuse Treatment – A Matter of Timing***

Focus group participants agreed that a treatment program in jail is a good idea, and many wondered why participation is not mandatory. Some suggested that they and others might not be exposed to treatment any other way, and it catches participants at an opportune time. They agreed that jail is supposed to provide rehabilitation, not punishment, and this program gives people a chance to learn from their mistakes, to take responsibility for changing their behavior. Even though he is heading for prison, one man finds it is constructive to work on himself and to help others – this helps with being in limbo and with the stress of not knowing about his case between court appearances. Another stated that without the program he would never have come to grips with his addiction.

The aspect of starting people in treatment when they are the most open and vulnerable is a strength of the program that was seconded by key informant interviewees. These men and women are in jail and don't want to be there. It is a good opportunity to help them connect dots between their actions and behaviors (of drug use and criminal behavior and being in jail). They learn how to improve their life. It is an opportunity to funnel into County Probation to continue treatment on the outside and gets them going in the right direction before being sentenced by the court.

The immediacy and availability of an in-jail program is a strength described by key informant interviews as well. There is not the problem of lack of available bedspace as can occur in treatment in the community. This is also a way to make use of their idle time. Many of the inmates who are not in the treatment pods spend much of their time watching non-educational television programs (e.g. talk shows).

### ***Focus on Recovery & Personal Growth***

Many participants credit the program for forcing them to get past their denial and acknowledge their addiction. Instead of believing that being in jail is the problem, participants may begin to understand the problems with the choices they made on the streets. The program has helped them to focus realistically on their lives to realize they can make constructive changes and do something other than criminal activity and drug use.

Participants are getting prepared for a program in the community. "Everything the program offers is important to recovery and I'm grabbing it," was the comment by one participant. Another indicated that she had no idea who she was when she was on the outside, and is committed to staying in the program until she has done her 90 days.

In this program participants meet people (senior participants, staff, motivational speakers) who have maintained their sobriety and they grasp this as a possibility for themselves. The program helped several people change their belief that they had to be like their parents who used drugs and has given them the tools for recovery and an ideal place to put these into practice. These tools include the communication skills to talk both about what is wrong as well as solutions, and tools to help build on and maintain sobriety. Some people are in the program with others they knew from the streets and feel good about the effort to put positive energy into changing the nature of these interactions.

Several participants feel they are slowly learning life skills like discipline and social skills. The program has helped some individuals stop being isolated and to express their feelings, which in turn helps them understand that their problems are common and to not judge others based on appearances. Instead of being dismissed, criticism from others is taken seriously and considered. Their thoughts are constructive and geared toward the positive, and some participants have become more spiritual. Participants know they must take responsibility and be accountable for themselves. People have developed more perseverance

as a result of following the routine of the program, especially after cycling through it more than once. Following rules here makes them think it is possible to stop doing crimes on the outside.

### *Motivation for Treatment*

The primary goal of the in-custody program is to motivate participants to engage in treatment following release from jail. Many of the participants reported they had not thought of entering residential treatment before and intend to enter a program when released into the community. This is the case even for those individuals who will go to prison first. The program has given them tools for recovery and there is a desire to keep learning in residential treatment. For the first time many participants now understand that while they can follow the straight and narrow they cannot do it alone. The focus is no longer on the quickest ticket to the streets but on doing what it takes to recover.

Without the treatment pod an inmate couldn't take care of both jail sanction and have treatment simultaneously. As observed by the Adult Division Probation Director the longer a person sits in jail being punished the less likely they are to be motivated to put in extra time for a treatment program upon release. It can feel just like more punishment to them because they feel they have paid the penalty and are less motivated for putting in additional time. As a result they see post-release treatment as punishment. However, the attitude of the treatment pod participants is different. With the in-custody program they are taking care of a court obligation and doing something that benefits them at the same time. During this time there is opportunity to change their attitude toward treatment. Once they get out of jail they see treatment as a benefit not a punishment. Increased motivation for treatment gives momentum for the Probation Officer to build on when the inmate is released. The Probation Officer is not required to convince them to go into treatment. The process has been jump-started by participation in the program.

Staff of four residential treatment programs that work with BACR clients upon release were asked to discuss participants' treatment readiness and motivation for recovery as compared to their other clients. There was general agreement that BACR did an excellent job of preparing participants for residential treatment upon release. The activities that BACR clients participate in during the program prepare them for similar types of activities they will do in long-term residential treatment. One interviewee commented that the emphasis on taking personal responsibility for their behavior greatly furthers the men's progress with treatment. While treatment staff agreed that clients were extremely motivated all stated that there are many individual factors that contribute to motivation and success including: length of stay in jail, number of times in jail, if court-ordered to treatment, presence and severity of a dual diagnosis, and prior treatment experiences. Staff from two programs stated that clients from BACR were as likely as others to complete the program and two said that BACR clients were more likely to complete the program once enrolled. One program staff person estimated that 80% of BACR clients referred graduate from their program.

### *The Role of Volunteer/Mentors*

Overall, the men in Pod C agreed that it is very helpful to have people with more experience mentor and motivate other participants. It is great to see the responsibility and accountability the mentors demonstrate in the program especially in light of the wrong they did on the outside. Participants in Pod C acknowledged that some people have a difficult time seeing the mentors as anything but another inmate, as a criminal just like them. Information they would accept from someone in street clothes is dismissed. However, when asked if they want to be a mentor, all members of the focus group replied affirmatively. Since there has been high turnover in the women's pod few of the women had a Big Sister and could not comment on the role of mentors.

The participants in the focus group that included only mentors were enthusiastic about the idea that everyone is and should be considered a mentor – that they can all be role models to one another. A

participant might look up to and learn from a man because of how he acts though he is not a designated mentor. By the same token it is natural that people are drawn to someone they see doing well, giving him no choice but to become a role model. A participant may do what appears to be a little thing, like translating for monolingual Spanish speakers, but soon realizes people need his help and then “good things happen” and “it feels good to be looked up to.” When dealing with struggles like court and not knowing their future, these participants welcome the chance to get involved with someone else’s problems. It is often when working with or giving advice to someone, they can see the need to take their own advice. This meaningful interaction helps them to stop focusing on the here and now and see light at the end of the tunnel. Finally, the participants agreed that although the best support and advice might come from the senior members of the pod, they will not turn each other down when in need.

### *Program Strengths*

Several consistent themes surfaced in the focus groups in response to the question of program strengths. Program participants learn they are not alone in their addictions and that they must examine themselves deeply and ask questions about changing their lives. People realize they need help and learn how to ask for and accept support. The importance of helping others and learning what they share in common creates a sense of community. The men emphasized that C-pod is very different from other pods in the jail, asserting that there is no racial tension but positive peer pressure and caring instead. While both the men and women feel they have learned to accept others, the men feel that they can “take off their masks” and be accepted in spite of their faults.

Participants appreciate the counselors’ personal experiences with addiction and the knowledge they share. The men benefit from male counselors who demonstrate how to be open with others. The counselors are able to find weaknesses and encourage and inspire growth. Participants acknowledged that the counselors are busy but do what they can, including locating resources in the community. The personal experience that the counselors have had with addiction and the justice system was seen by key informants as a strength as well. They “know what is going on.” However, they clearly have a commitment to the population and believe they are still reachable and can change.

With regard to the best parts of the curriculum, participants indicated the program has a lot to offer, including valuable tools to use when released from jail to the community. “This is probably one of the most successful programs in a jail,” was a response to this question from one of the men. There are also opportunities to learn life skills, educational programs such as GED preparation, NA/AA parenting groups and classes on domestic violence from Marin Abused Women Services (MAWS) for men, and bible study and classes on spirituality. The MAWS classes were described as excellent and valuable even for those never involved in an abusive relationship.

When asked about the group sessions participants agree that they are helpful for a number of reasons. Groups are where they learn to communicate, can reveal anything, including their faults, get feedback, and begin to see themselves and other people from different perspectives. They know their confidentiality is safe and there is support and camaraderie. In groups, they learn and discuss recovery related information - real information. Participants can see the light bulbs turning on as people get it. Individual counseling is seen as very helpful but difficult to get because there are so many people in the program for the staff to manage.

### ***Areas Needing Attention***

#### Men's Program

C-Pod participants pointed out the need for more accountability and consequences for those people following their lawyer's recommendation but not participating. The men seemed particularly concerned about the negative influence someone can have on everyone else if he promotes gang-related activities or has the "standard jail attitude" and just wants to beat his case.

The men had specific comments about elements of the program in need of improvement. Though not all are viable they are all listed here and are as follows:

- more staff, especially Spanish-speaking staff;
- additional individual counseling (also requested by women)
- additional programming on the weekends (also requested by the women)
- updated educational videos;
- special programming for Latino participants, especially monolingual Spanish-speakers;
- community outreach to local high schools (this might help some participants to grow);
- more teachers from MAWS;
- less frequent repetition of Stage 1 curriculum;
- employment and housing services;
- interaction with the female participants on F-Pod (a chance to hear their perspective);
- contact visits with children (a chance to use new parenting skills); and
- more flexible visiting hours.

Some men mentioned that it is valuable for the counselors to have experience with issues of criminality. Without this, the little things that happen in jail (the "small permissions" a participant might give him or herself) are not connected to a person's behavior on the outside. Some topics do not get enough attention or the counselor might change the direction of a discussion in a way that is difficult to follow. In spite of these criticisms, the participants give the counselors credit, and are aware that responding to the demands of so many people could be overwhelming. One participant noted it must be frustrating for the counselors to work with people who keep returning to jail.

#### Women's Program

An area agreed on by staff and women participants to be facing difficulty is the women's program. Because there is only one woman's pod in the jail, program participants are housed together with inmates not in treatment. The women do not enjoy the isolation from the general jail population that allows the men's program to create a therapeutic community. This structural issue also limits the total amount of programming time. One participant put it this way, "the number of hours I spent hustling for my fix – I should put that much time in my recovery." The jail commander, who is extremely supportive of this program, also stated that he would like to see an intensive all-day program for the women. If funds were available to add additional staff and retrofit F-Pod to create a physical barrier separating treatment vs. non-treatment areas for the women, they would be able to create such a program. Participants also reported that supervising deputies are not uniformly supportive of the women's program.

As with the men the women shared that they are concerned about and irritated by participants who have not made treatment their priority. Arriving late for groups, cross-talking or otherwise not paying attention, these were examples of “giving oneself small permissions when you are supposed to accept the rules.” Those interviewed expressed the belief that lots of the women are here just because their lawyers said being in the program will help their case. Too much program time is spent by people discussing their cases and trying to get legal information. Overall, participants felt that the program in F-Pod could use more structure, and more time dedicated to program activities.

### *Early Participant Impressions of the Program*

Participants were asked to think back to the first week or two they were in the program, their initial impressions, and what would have helped them during that time. Several men recalled being overwhelmed but also impressed by the way the people on C-Pod greeted them, introduced themselves, and offered help in their first days and weeks there. It can be a few weeks before a participant realizes that he or she has to do the work and that the counselors are not going to do it for you. Participants suggested that additional individual counseling in the beginning would help to better explain the program and increase participants' understanding.

One woman, in the program for just 3 weeks before this interview, did not think she needed treatment when she started and only agreed because of her lawyer but now understands it is helping her future. One woman remembers being in shock at first and found it comforting to have a forum and opportunity to talk about her addiction or just to listen to the stories others shared. The women indicated that they just got assigned Big Sisters (because the program has been so small) and that having a mentor in the first few weeks of the program would have helped them know what to expect. Two of the women recalled noticing the infrequency of program activities within their first weeks on F-Pod, reflecting a desire for a more intensive program.

The evaluators observed that both the men and women participants had negative comments regarding those inmates who are not invested in or working the program. These may be individuals who initially enter the program because it was suggested by their lawyers or it looks good for their case. These participants can divert energy away from those who are trying to improve themselves. Yet there were also many stories shared with the facilitator of individuals who only after some time in the program realized the relevance of the program to their lives and became positive members of the community. Although they may not have bought into the idea of recovery initially over time they saw its value. Residents for the most part also felt that staff were good at weeding out those who are truly not ready for the program and who pose too much of a negative influence.

### *Benefits to Jail Functioning and the Probation Department*

Jail inmates must meet certain criteria to reside in the men's treatment pod. They are there because they want to be. They also know they can be expelled. The Jail Commander shared that as a result they are very manageable – more so than the general population. The intense programming keeps them occupied and thus more easily managed. The focus group facilitator also observed a strong sense of community and interpersonal support which may also be related to better relations among inmates. The women's pod is different because it is not an exclusive program pod. While treatment programming occurs the women in treatment intermix with those who are not in treatment. Thus they do not see the same benefits on a group level as with the men in treatment. Any time the inmates are spending time productively, whether it be in treatment or other supplementary programming in the jail rather than watching television is seen by supervisory personnel as beneficial.

The BACR staff and Department of Probation work together as the time of a participant's release nears. BACR staff provide recommendations to the Probation Officer of the ongoing care and aftercare needed, which often becomes part of the probation requirements. Probation Officers get additional information from BACR staff about what other challenges or issues they may need to address when the inmate is released into the community such as major problems with an ex-spouse, mental health issues, people they have connected up with who may be a bad influence when they get out, other legal problems in other jurisdictions. They also inform PO's of their strengths or resources they have (family members, a potential job) that will support their sobriety and new lifestyle. BACR will confirm the level of motivation for treatment. Some inmates may declare their motivation but are not ready. BACR staff and Probation consult and collaborate for the benefit of the individual as well as the good of the community.

Prior to the BACR program inmates would request of their Probation Officers to get them out of jail and into a treatment program. Without the expertise in substance abuse treatment, the Probation Officer would make a determination of the best program, make phone calls and complete a great deal of paperwork, obtain permission from the court, arrange for transportation to the program and often find that the individual never made it to the program or dropped out and disappeared. In addition to their expertise, by providing in-custody treatment BACR has saved the Probation Department a great deal of time and has provided valuable resources.

The Parole Board may also utilize BACR in making recommendations. Inmates often request to be paroled in order to enroll in treatment. The Parole Board may require them to complete the jail pod program first. BACR is also called upon by the Parole Board to make recommendations for post-release treatment plans for inmates up for parole.

#### *Coordination with Treatment Programs in the Community*

All community treatment program staff were extremely pleased with BACR's referral and placement process. One program representative was also impressed with the thoroughness of the BACR assessments. One of the programs would like to see BACR staff continue contact with their program and become part of the treatment team for the client. Another commented on a problem that all programs in Marin County face which is the difficulty connecting clients with psychiatric services.

## V. DISCUSSION

### A. RESULTS

A goal of the Marin County Sheriff's Office as stated in the Jail Mission Statement is:

*To provide a vast array of educational, literacy, addiction counseling, parenting and other inmate programs that will create opportunities for inmates to make positive changes in their lives and thus become productive members of the communities in which they live.*

BACR's in-custody substance abuse treatment program has helped inmates take steps to make significant changes in their lives. The interviews and focus groups attest to the program's effectiveness in motivating clients and readying them for additional treatment upon release. In addition, BACR staff match clients to treatment programs and facilitate the client's entry into treatment. Research on treatment in both community and criminal justice settings consistently shows that motivation and readiness for treatment are significant predictors of engagement and retention in treatment and entry into aftercare which has a direct effect on decreased drug use and reincarceration (Burdon et al, 2004). Data from probation indicates that a large portion of BACR clients (70%) do indeed engage in treatment services upon release from jail. Length of participation in BACR appears inversely related to the likelihood of using drugs post release with those with longer periods in the program being the least likely to have evidence of drug use in the probation notes. This evaluation showed that participation in the program was related to reduced criminal recidivism. Those with the least amount of time in the program were the most likely to have at least one booking in the year post-release. A significant reduction in jail days from pre to post treatment was also obtained by those in participating in the program for longer periods of time. Volunteer/mentors also had better outcomes on most indicators.

It would appear that participants in the jail program fared better as compared with California Prop 36-SACPA participants state-wide one-year post release. One major difference is that BACR clients were more likely to get into treatment and at a level appropriate to the severity of their problem, which was a reported problem faced by SACPA. BACR clients were more likely to complete treatment and less likely to have a drug-related re-arrest. While about one-quarter (24%) of all SACPA participants completed treatment (Longshore et al, 2004), 30% of BACR clients (regardless of length of time in the program) completed a treatment program. One-half (50%) of SACPA participants had a drug-related re-arrest compared to 33% of BACR clients. According to interviews conducted as part of this evaluation, Marin County Jail, Probation Department, and treatment providers in the community find direct benefit from this program. The benefits include: a more manageable inmate population which uses it's time productively, informed recommendations to the Parole Board, an in-custody treatment resource for the Parole Board, support for Probation Officers in their assessment of inmate needs upon release, and coordination of enrollment into a treatment program upon release. Treatment programs in the community appreciate the high level of expertise that BACR provides during the referral and placement process.

### B. CHALLENGES & RECOMMENDATIONS

As described in this report the women's program faces some barriers that present challenges to reaching the level of quality achieved by the men's program. Lack of isolation from the general jail population is the primary problem faced. Physically separating the program through architectural strategies may not be feasible at this time. Personnel should explore alternative strategies. Contacting programs in other jurisdictions providing treatment with limited space may yield new approaches for improving program delivery to Marin County Jail's women participants. Cross-training of jail staff who work in the treatment pods with treatment personnel may be helpful.

### C. FUTURE EVALUATION EFFORTS

The results of this evaluation show that the BACR intensive day treatment program in the jail answers a demonstrated need and is meeting its objectives. Particularly interesting is the finding that those who leave the program early (less than one month) have poorer outcomes than those who complete the program. While planning this evaluation we struggled with creating a comparison group. It is unlikely that there is a large enough group in the jail with documented substance abuse problems who did not get into the program. The sub-analyses by length of time in the program conducted in this report may continue to be the best option. It will be important to determine if the trends seen in this report continue as we obtain data for larger numbers of clients. Future analysis could also include demographic factors.

There is an additional source of data that may be valuable to include in subsequent evaluations. The program has been collecting extensive assessment data for clients upon program entry. As this data is collected on increasing numbers of clients, selected information may be incorporated both as descriptive information and for predictive purposes.

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## VII. APPENDICES

**BACR MARIN COUNTY JAIL PROGRAM EVALUATION  
PARTICIPANT FOCUS GROUP QUESTIONS**

**Date of Focus Group:** \_\_\_\_\_

**Location:** \_\_\_\_\_

**Facilitator:** \_\_\_\_\_

**Number of participants:** \_\_\_\_\_ **Ages:** \_\_\_\_\_

**Gender: Males:** \_\_\_\_\_ **Females:** \_\_\_\_\_

**Race/Ethnicity: African American:** \_\_\_\_\_ **Latino:** \_\_\_\_\_

**Asian:** \_\_\_\_\_ **White:** \_\_\_\_\_ **Other:** \_\_\_\_\_

*Go around circle and ask #1 and #2 – diagram and use code for answers to subsequent responses.*

- 1. How long (# weeks or # months) have you been in this program?**
- 2. How many of you have been in another treatment program not in the jail?**
- 3. Is it a good idea to have a treatment program in the jail? Why and why not?**
- 4. What are the best parts of this program – things that are helping you the most (ask for examples)?**
- 5. What are the worst things – areas that need improvement (ask for examples)?**
- 6. Think back to the first week or two you were in the program.**
  - a. What did you think of the program then?**
  - b. What helped you / would have helped you then?**
- 7. How has the program affected you in your recovery efforts?  
In what other ways have you changed or grown since you began the program?**
- 8. How has this program affected your motivation and intention to enter a treatment program after your release?**
- 9. How well does it work to have other inmates work as volunteer/mentors in the program (advantages/disadvantages)?**
- 10. Do you want to be a mentor? Why? Why not?**
- 11. Are the group sessions helpful? Why/why not? Are there enough group sessions?**
- 12. Is the one-on-one counseling time helpful? Why/why not? Enough one-on-one time?**
- 13. Would you recommend this program to other people?**

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**BACR MARIN COUNTY JAIL PROGRAM EVALUATION**  
**VOLUNTEER/MENTOR FOCUS GROUP QUESTIONS**

**Date of Focus Group:** \_\_\_\_\_

**Location:** \_\_\_\_\_

**Facilitator:** \_\_\_\_\_

**Number of participants:** \_\_\_\_\_

**Gender: Males:** \_\_\_\_\_ **Females:** \_\_\_\_\_

**Race/Ethnicity**      **African American:** \_\_\_\_\_      **Latino:** \_\_\_\_\_

**Asian/PI:** \_\_\_\_\_      **White:** \_\_\_\_\_      **Other:** \_\_\_\_\_

1. How many of you have been in another treatment program not in the jail?
2. Is it a good idea to have a treatment program in the jail? Why and why not?
3. *Now I want to discuss your role in this program.*
4. How long have you been a volunteer/mentor?
5. Tell me about what you do as volunteer/mentors?
6. What are the benefits or advantages both to you and to the other participants of having fellow inmates serve as volunteer/mentors?
7. What are the problems or disadvantages of having fellow inmates serve as volunteer/mentors?
8. How has being a volunteer/mentor affected you in your recovery efforts?
9. What are the best parts of the program overall – things that have helped you the most (ask for examples)?
10. What are the worst things – areas that need improvement (ask for examples)?
11. How has this program affected your motivation and intention to enter a treatment program after your release?
12. Would you recommend this program to others?

**BACR MARIN COUNTY JAIL PROGRAM EVALUATION**  
***TREATMENT PROVIDER INTERVIEW***

**Interviewee:** \_\_\_\_\_

**Agency:** \_\_\_\_\_

**Date of Interview:** \_\_\_\_\_

**Interviewer:** \_\_\_\_\_

1. Respondent's role (counselor, clinical supervisor, director, etc.).
2. a. How many (and what proportion) of your clients are typically referred from BACR's Marin County Jail program?  
b. Do you have other clients who are coming directly from jail or who are justice involved?
3. How familiar are you with BACR's program in Marin County Jail? What do you see as the goals of this program?
4. What do you see as the strengths of BACR's jail program?
5. In what ways could the program be improved (tmt svc/administration/follow-up)?
6. How well does BACR manage the referral and placement process for its clients into your program? How could it be improved?
7. Compared to other clients (general and justice involved) how would you describe the degree of motivation and treatment readiness of participants coming from this program?
8. BACR utilizes inmates who have graduated from their program as volunteer/mentors? Do you know of any of your clients (current or past) who have been in this role? Are you aware of any differences in motivation of participants who were mentor/volunteers while in the BACR jail program?
9. Are your clients who come from BACR's jail program more likely, less likely, or about as likely to complete your program?