

**THE TORRANCE COUNTY LISTENING PROJECT:
A PILOT ANALYSIS**

By:

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ABSTRACT

The Torrance County Listening Project is a joint effort of Volunteers in Immigrant Detention - Albuquerque, Innovation Law Lab, and community volunteers in response to local, regional, and national conversations about the Torrance County Detention Facility (TCDF). Public officials, advocacy organizations, and thousands of New Mexico residents have called for the jail to be closed. Whether the facility remains open or closes, the Torrance County Listening Project is working to support residents of Torrance County in putting forth a vision for how the county might thrive, independently of TCDF. This paper serves as the pilot analysis for the Torrance County Listening Project's initial survey data collection effort from June of 2023 through January of 2024. Though the data are lacking both in representation and responses, the findings suggest respondents are hopeful about their community and are willing to allocate public funds towards community betterment programs. The data also highlight the community's dependence on TCDF and their consequent hesitancy to close the facility.

BACKGROUND

The Rise of Private Prisons

The last half century has seen a drastic uptick in the presence of private prisons. Several events contributed to this industry boom, including the rise of fiscal conservatism in the 1970s and the crisis following President Reagan's monetarism in the 1980s (Doty and Wheatley 2013). Private prisons were an increasingly attractive alternative to borrowing money and using tax revenues for public prisons as budget deficits and revenue constraints increased. Further, incarceration rates in the US have drastically increased as a result of the War on Drugs, creating an increasing need for prison space (Hallet 2006). Burkhardt (2016) showed that dedicating low-security services to the private industry has become a common policy option, regardless of state-level factors. The success of the expansion of the private prison industry is in large part due to the willingness of communities to invite them into their space. Prison towns are often Southern and poor, with a high population of Black and Hispanic people. Eason (2010) argues that prison siting results from "concentrated rural disadvantage". Proponents of prison development exploit this placement by claiming prisons can stimulate economic growth through jobs, middle-class incomes, health benefits, and tax revenues for public services (Glasmeier and Farrigan 2007). The artificial increase in population that follows prison construction can also qualify rural towns for more government funding (Collingwood et al. 2018). Disadvantaged communities put up little opposition to developers when prison construction is advertised as their only option.

Scholars have recently brought attention to the blurring of the boundary between the public and private spheres in a culture of commercialization (e.g. Leander 2010). Doty and Wheatley (2013) argue that the privatization of sovereignty functions leads to a decrease in democratic accountability and can function to conceal the workings of sovereign power. The veiling of sovereign power—the private prison industry—allows the power to operate without detection. Doty and Wheatley go on to argue that private detention centers are examples of where the state and non-state "confront and mutually constitute one another" (428). They claim, "warehousing the undocumented is not so much a new technology of power as a supplemental strategy for managing those deemed potentially disruptive to the social order" (Doty and Wheatley 2013:429).

Private detention centers and the mass incarceration of undocumented migrants are results of Customs and Border Protection's (CBP) 1994 strategy termed "prevention through deterrence" (Border Patrol Strategic Plan 1994 and Beyond 1994:6). Rather than directly apprehending those who already have crossed the border, this strategy was designed with the intention of decreasing the number of

crossing attempts by blocking known crossing spots and forcing migrants into dangerous desert areas and river crossings (Herdman 2023; Ewing 2014). The rise of private prisons has more recently encouraged immigration detention to serve as an attempt to dissuade migrants from attempting to cross the Mexico-US border.

Due to the immigration system being a federally managed process, the private detention industry serves to lose (or secure) important sources of revenue depending on changes in politics and policies. Through increased stock values and certainty of future profitability, private prison companies benefit from restrictive immigration policies (Park 2023). Collingwood et al. (2018) found that legislators representing districts where private prison companies contract with ICE disproportionately co-sponsor immigration legislation that is designed to increase immigrant detention through strict enforcement laws. Private prison companies saw a 30 percent increase in stock revenues after the 2016 election in which the Trump administration promised tough immigration policy reform (Park 2023). This phenomenon is what Collingwood et al. refer to as the immigration carceral market: private prison companies expand their markets by targeting undocumented immigrants (2018). Similarly, this market is referred to as the immigration industrial complex (e.g. Doty and Wheatley 2013). Whatever term one most aligns with, it is undeniable that private prison companies stand to gain at the expense of migrants.

Data from US Immigration and Customs Enforcement's (ICE) Enforcement and Removal Operations (ERO) shows that the average detained migrant population for the 2024 fiscal year is 38,182 (U.S. Immigration and Customs Enforcement 2024). As of July 2023, 90.8% of people detained by ICE are held in facilities owned or operated by private prison companies (Cho 2023). In 2022, Immigration and Customs Enforcement (ICE) contracts accounted for \$527.3 million (29%) of CoreCivic's total revenue (CoreCivic 2022:65). More than 40 new immigration detention centers were built during the Trump administration; by the end of 2019, more than 25% of migrants being held at any given time were held in these new detention facilities—an average of 12,206 people per day (ACLU 2020). These numbers don't capture the true expansion of the immigration system as they don't account for the expansion of existing facilities and contracts. For example, in 2019, ICE signed contracts with CoreCivic, Geo Group, and MTC to add more than 2,100 detention beds in California alone, a process that would cost taxpayers more than \$6.5 billion (Yu 2019). On their 2012 10k form, GEO Group explicitly stated, "the demand for our correctional and detention facilities and services, electronic monitoring services, community-based re-entry services and monitoring and supervision services could be adversely affected by changes in existing criminal or immigration laws, crime rates in jurisdictions in which we operate, the relaxation of criminal or immigration enforcement efforts, leniency in conviction, sentencing or deportation practices, and the decriminalization of certain activities that are currently proscribed by criminal laws or the loosening of immigration laws" (Geo Group 2012:30). Here, GEO Group nods to the idea that detention centers that are contracted with ICE have a certain number of beds to fill in order to legitimize their operation and expand their contracts to seek higher profit margins. Comparatively, ICE is motivated to fill their contracted bed spaces to maximize their contract agreement. This is the process of commodification of the migrant body (Doty and Wheatley 2013). In a marketplace where prisoners are in high demand, migrants are treated as a form of commodity that can be bought, sold, marketed, and targeted.

"Crimmigration" is one of the consequences of the commodification of migrants. Laws, media narratives, and political discourse criminalize undocumented immigrants as a way to increase incarceration and detention rates (Menjivar et al. 2018, Morin et al. 2021). President Trump's 2024 presidential campaign states, "the onslaught of illegal aliens invading our wide-open borders threatens public safety, drains the treasury, undermines U.S. workers, and burdens schools and hospitals" (Trump

N.D.). By framing migrants as a “threat to public safety” and a “drain” on the country, Trump (and other people/groups of power) justify the detention and mass incarceration of undocumented migrants seeking asylum in the United States.

In January of 2021, during his first month in office, President Biden issued an executive order calling for the elimination of privately operated criminal detention facilities (Biden 2021). Notably, this executive order explicitly did not mention ICE’s contract with private prisons. While this could simply be because the detention system is non-punitive (ICE N.D.), it seems more likely to be a tactical move: as long as companies and investors profit from the incarceration of migrants, the private prison industry will continue to target the livelihood of migrants with the explicit support of government policy.

Though typically associated with the conservative party, deterrence-based immigration is a bipartisan issue. President Biden notably campaigned for a more “fair and humane immigration system”, attacking President Trump for his racialized targeting of migrants (Biden n.d.). However, recent actions by President Biden’s administration have seemingly strayed from their promises. In October of 2023, the Biden administration formally waived environmental regulations to allow construction of 20 miles of new border wall in Texas. Though the administration claimed there was no choice in the matter without a lawsuit against Congress, human rights advocates are accusing President Biden of abandoning the principles he campaigned on (Shear 2023).

Despite the prominence of immigration as a source of modern debate, it is historically a topic of deep contention. The American immigration system has long been a cruel and inhumane process, going back generations (Fontes 2023). The first half of the 20th century brought increasingly restrictionist attitudes towards immigration. In 1924, the US implemented the first immigration quota following the first world war (The Immigration Act of 1924). In 1929, President Hoover’s Proclamation 1872 approved the large-scale deportation of Mexican workers and their families in response to the Great Depression (Proclamation 1872). In 1942, President Roosevelt issued Executive Order 9066 that resulted in the mass incarceration of Japanese Americans, directly following the Pearl Harbor attacks (National Archives and Records Administration). Immediately following the September 11, 2001 attacks, President Bush put an immediate three-month pause on all refugee admission into the US (Boundless 2023). Though brief, it is necessary to understand that the US historically restricts migration in response to broader social, political, and economic phenomena that are not the responsibility of the migrants seeking refuge.

Social Determinants of Health in Immigration Detention and Prison Economies

Raphael (2016) argues migrant detention is a social determinant of health and should be treated as a health inequity because of the living conditions that shape health and the health outcomes themselves. According to the World Health Organization (WHO), the social determinants of health are the “non-medical” factors that influence health outcomes. These social factors such as economic systems, political atmospheres, social norms, and development agendas are where people work, live, age, and build connections (WHO N.D.).

Extensive research has been released regarding the health risks associated with being detained. Bebbington et al. (2022) and Fazel et al. (2016) found that people in detention have elevated rates of physical and psychiatric morbidities compared to the general population. Linton et al. (2017) address consequences for long term neurological health in children who have been detained including developmental delay, reduced psychological adjustment, anxiety, depression, suicidal ideation, TSD, severe attachment disorder, hostility, social withdraw, sleep disturbances, and loss of appetite—even in those who were in detention for short periods of time. Cleveland et al. (2015) also address the health

consequences for children who have been detained, stating that children experienced extreme distress, fear, and deterioration of functioning in and after being detained. Children continue to experience emotional harm after their detention including selective mutism, separation anxiety, and fear of authority symbols. Detention can also retrigger trauma suffered before being detained due to the turbulence of migration. Recently, the Humanitarian Outreach for Migrant Emotional Health filed their second report that documents the pervasive psychological harm and gross professional misconduct by personnel at TCDF (Wolf-Willaims 2024). The social determinants of health in immigration detention are direct results of the abuse, neglect, poor living conditions, confinement, and challenges to economic stability and social networks (Saadi et al. 2020).

In August of 2022, Kesley Vial died by suicide in the Torrance County Detention Facility (TCDF). His estate is formally suing CoreCivic for his wrongful death after he self-reported having suicidal ideations, depressive episodes, and trouble with his everyday functioning including sleeping and appetite problems. The date of Vial's deportation was postponed repeatedly, a feeling he described as "psychological torture" (Vial vs CoreCivic 2023). CoreCivic's negligence led to the preventable death of a 23-year old migrant.

The reported staffing shortages and unsanitary living conditions (and consequent health detriments) are not unique to TCDF. Numerous cases have been opened against ICE in the past year alone citing the abuse and living conditions that migrants are subject to. In July of 2023, the American Civil Liberties Union (ACLU) filed a letter to ICE urging the immediate release of Mauritanian asylum seekers in the Desert View Annex facility in California under the basis that ICE arbitrarily assigned excessive bail (\$5,000 per person) and provided a lack of appropriate language services that would prolong the period of detention and cause "overwhelming obstacles" in the asylum process (ACLU of Southern California 2023). In June of 2023, Ernesto Rocha-Cuadra died of cardiac arrest in ICE detention in Louisiana after submitting at least 29 grievances against ICE. He was in detention for over a year in the Central Louisiana ICE Processing Center, a private prison owned by Geo Group. He claimed the guards allowed another detainee to repeatedly assault him, and ultimately the guards tied him up and used excessive force against him (Misick 2023). NPR recently obtained more than 1,600 pages of previously kept secret inspection reports by the Department of Homeland Security's Office for Civil Rights and Civil Liberties that found across more than two dozen facilities "negligent" medical care, "unsafe and filthy" conditions, racist abuse of detained migrants, and other problems that in some cases led to deaths of migrants (Dreisbach 2023). The government's own experts addressed the horrors of living in immigration detention and proceeded to keep the findings withheld from the public. It was not until NPR filed a Freedom of Information Act (FOIA) lawsuit against ICE that these records were ever published.

The effects of the Covid-19 pandemic were exacerbated in immigration detention centers. In April of 2020, 680 out of 1,700 prisoners in an Arkansas detention center tested positive for Covid-19 in a one week period (Aspinwall and Neff 2020). Due to the densely-populated nature of these facilities, detained migrants had limited ability to engage in social distancing and other practices intended to prevent the spread of Covid-19 (Lopez et al. 2021). In August of 2020, the ACLU of New Mexico, in partnership with several other law firms, opened a lawsuit against the state of New Mexico, stating that the state failed to protect the lives and constitutional rights of people incarcerated in the state's prison system amidst the Covid-19 Pandemic (ACLU of New Mexico et al. vs State of New Mexico 2020). This report highlighted the fact that the conditions of immigration detention undermined the attempts to contain the spread of Covid-19. Tosh et al. (2021) suggest that reducing the number of migrants detained in the US will not only help in the context of Covid-19, but also as a preventative measure for future health crises.

The social determinants of health of immigration detention extend beyond the walls of the prisons. Extensive research has shown why private prison economies are likely to continue to suffer after communities invest in prison construction. Glasmeier and Farrigan (2007) show there is little evidence that prisons significantly impact communities to foster structural economic change. When controlling for demographics (e.g. region and age), prison towns experience less growth and a greater increase in unemployment, poverty, and percent population of minorities. Prison towns see higher poverty rates, higher rates of unemployment, fewer total jobs, lower household wages, fewer housing units, lower median value of housing (Besser and Hanson 2005); all of these metrics are major determinants of population health (Healthy People 2030).

Torrance County is currently ranked in the bottom 25% of counties in New Mexico for health outcomes (2023 County Health Rankings). Seventeen percent of TC residents report “poor or fair” health compared to only 12% of Americans nationwide reporting this quality of life. Torrance County is in the lower middle range of New Mexico counties for health factors—social determinants of health. TC has a primary care physician ratio of 15,490 residents for every one physician, a number much higher than the national average of 1,310:1. Similarly, the mental health provider ratio in TC is 700:1, more than twice the national 340:1. Only 8% of TC residents have access to exercise opportunities whereas 84% of Americans have access across the nation. These metrics of health demonstrate the impact the social determinants of health of immigration detention have on Torrance County.

Why Torrance County?

Torrance County, like many low-income, rural counties that host prison systems, experiences the consequences of prison economy dependency. The consequences of the economic reliance on TCDF were realized when CoreCivic decided to close the facility in 2017 because it was determined to no longer be profitable (KRWG 2017). Mayor of Estancia, Sylvia Chavez, expressed concerns over the closure because the town stood to lose 60 percent of its gross receipts tax revenue and up to \$170,000 in utility payments annually. Further, TCDF employees accounted for approximately half of Estancia’s population (Dickson 2017), and closure of the facility meant residents emigrated from Torrance County elsewhere (Chavez 2019). One source stated the closure would result in a loss of \$1 million annually from Torrance County as well as the loss of more than 200 jobs (KRWG 2017). In January of 2024, County Manager Janice Barela noted that the 2017 closure resulted in a loss in \$8.4 million gross wages, and a loss of \$12.7 million in spending in TC (Senate - Health and Public Affairs Jan 31, 2024). This economic reliance rests Torrance County on a bed of precarity.

TCDF is also detrimental to the well-being of those held in detention in TCDF. While human rights abuses and inhumane living conditions are consistent across most (if not all) detention facilities, this study focuses on attempts to close Torrance County Detention Facility in the wake of a call from the Office of the Inspector General (OIG). On March 16 of 2022, TCDF made national news: the OIG issued a management alert that ordered the immediate removal of all detainees from TCDF. They cited critical staffing shortages, unsanitary conditions in housing units (including mold, no hot water, and drinking water coming from floor mop sinks), and security lapses across the facility.

ICE officially disagreed with the OIG’s description of TCDF as “critically understaffed”, though at the time of the inspection the facility was only at 54% of the required staffing (OIG 2022). This was not the first time staffing shortages became a notable problem at TCDF. The OIG report notes that ICE had issued a contract discrepancy report to CoreCivic just weeks prior that indicated staffing problems are “directly responsible for the breakdown in the overall operational capabilities of the TCDF” (OIG

2022:9). This contract discrepancy led to ICE lowering the facility capacity they were paying for from 714 to 505 people. In December of 2020, ICE contract auditors found critical medical staffing shortages; the Chief Medical Officer from CoreCivic that was assigned to TCDF was also covering another facility, resulting in limited coverage (IGSA Modification No. P00014 2020). ICE began deducting 10% from all CoreCivic invoices as a result (Contract Discrepancy Report 2020). In May of 2021, ICE was again concerned about staffing shortages at TCDF (ICE Office of Acquisition Management Senior Contracting Officer/Specialist). In July of 2021, the Nakamoto Group conducted an annual inspection of TCDF. Although Nakamoto is a private inspection contractor that is notoriously lenient, TCDF failed the inspection because 50% of the staff positions were vacant and the facility was failing to track the dispositions of grievances filed by people detained there (Nakamoto Group 2021).

The staffing shortages of TCDF are just the beginning of the problems that riddle the Torrance County Detention Facility. In August of 2023, the New Mexico Immigrant Law Center (NMILC), Las Americas Immigrant Advocacy Center (LAIAC), Innovation Law Lab, and the American Civil Liberties Union of New Mexico (ACLU-NM) submitted a complaint to the Department of Homeland Security (DHS) Office for Civil Rights and Civil Liberties (CRCL) and other oversight agencies regarding ongoing due process violations and human rights abuses at TCDF (Innovation Law Lab 2023). The complaint exposes numerous systemic due process violations in the credible fear interview (CFI) process, including interference with access to counsel, problematic and unlawful practices during the CFIs and failure to properly serve legal documents. For example, in January of 2023, the national average CFI grant rate was 69.7%. A ‘positive’ credible fear interview means migrants have a chance to avoid expedited removal and deportation from the US. However, the positive case rate for January of 2023 at TCDF was a meager 11.9%, approximately six times lower than the national average. Further, migrants detained at TCDF are frequently denied basic access to legal orientation before their CFIs; are put through their CFIs in unfit, non-private settings; often unlawfully do not receive service of key documents related to the credible fear decisions in their cases; and receive only brief, *pro forma* reviews of negative CFI decisions by Immigration Judges who almost invariably affirm negative decisions. As a result, the credible fear process at TCDF is particularly flawed, pass rates are unusually low, and many individuals detained at TCDF are deprived of due process (2023:6).

The complaint also draws on accounts of hundreds of detained people that describe ongoing conditions violations and mistreatment of migrants by ICE and CoreCivic staff in the facility. The authors discuss negligent medical and mental health care, physical assaults by guards, labor exploitation, and retaliation by staff. For example, in the summer of 2020, TCDF again made national news (e.g. Swetlitz 2020) when migrants at TCDF started a hunger strike in response to TCDF’s inadequate response to the COVID crisis. CoreCivic guards equipped with shields and gas masks proceeded to enter one of the dormitories, an enclosed space with no outside ventilation, and deployed canisters and grenades of oleoresin capsicum (OC) chemical agent against the hunger strikers. The migrants were trapped, in great pain, and gasping for breath, for nearly twenty minutes. Two victims of the attack attempted to commit suicide in the days that followed. Although ICE temporarily slowed the transfer of migrants into TCDF in response to the various complaints, they quickly resumed these transfers by the beginning of 2023, demonstrating their deficiency in providing effective and quality care for migrants (2023:5). The Nakamoto Group inspectors also found deficiencies in visitation access throughout the pandemic—general in-person facility visits were replaced with paid video tablet calls that were inaccessible to many due to the cost (Castañeda 2023).

The ongoing abuses, negligence, and violations of due process that are addressed in the complaint have not gone unnoticed; While the discussed complaint calls for the DHS to terminate its contract with TCDF (and to cease all further immigration-related dealings with TCDF), this complaint is far from the first formal grievance against TCDF. In December of 2021, four of the five members of New Mexico's Congressional delegation sent a letter to DHS Secretary Alejandro Mayorkas, ICE Acting Director Tae Johnson, and CoreCivic President and CEO Damon Hininger, following up on the failed Nakamoto inspection and the mistreatment of Haitian men detained at TCDF, demanding "immediate, comprehensive oversight" to correct the problems (Office of Sen. Martin Heinrich 2021). Following the death of Kesley Vial, advocates from NMILC filed a CRCL complaint against the ICE El Paso Field Office and TCDF, renewing their demand for contract termination and release of the remaining men inside the facility (NMILC 2022). In another supplemental complaint, NMILC documented the deterioration of conditions at TCDF, retaliation and intimidation against migrants and asylum seekers, and attempts to interfere with attorney-client visitation (NMILC 2022). In October of 2022, six US senators called for the ICE to terminate its contract with CoreCivic based on the OIG's renewed recommendations and "grievous living conditions, critical staffing shortages, and lack of access to detainee services" (Dunlap 2022). The ACLU-NM is even publicly advocating for the closure of TCDF through billboard advertisements in Albuquerque (Segara 2023). In November of 2023, four plaintiffs filed a lawsuit against ICE in federal court to challenge the continued use of TCDF to detain immigrants. They argue, "ICE arbitrarily and capriciously recertified the facility as meeting detention standards, thus thwarting a federal law that would have required ICE to cancel its contract with the facility," (Hellgren 2023). These attempts to close TCDF are why Torrance County lies at the heart of this case study.

Following TCDF's closure in 2017, County Commissioner Kevin McCall openly advocated for allowing ICE to lease the facility stating, "leaving the politics out of it, this is big for Torrance County," (Armas 2019). It is no wonder that Torrance County officials worked hard to encourage CoreCivic to reopen the facility, no matter the consequences it would have on the incarcerated population. This effort perfectly follows the reasoning discussed of why counties are likely to invite private prisons into their communities: it is believed they have no other choice.

CoreCivic decided once before that TCDF wasn't profitable and closed the facility despite the evident consequences it would have on the community, and there are numerous efforts from human rights advocates to close the facility. In early February of 2024, the New Mexico Senate denied SB145 by a vote of 18-21. This bill would prohibit New Mexico from entering into Intergovernmental Service Agreements (IGSAs) with federal agencies and private detention facilities to detain individuals for Federal civil immigration violations, the same type of contract TCDF currently holds with ICE (New Mexico Senate Floor Wrap 2024). Even if the facility were to remain open, the literature shows that counties reliant on prisons often receive little to no return on their investment, while closing off any discourse concerning other means of sustainable economic growth (King, Mauer, and Huling 2003). It is therefore of utmost importance to the success of Torrance County (and similar counties) that alternative solutions be investigated and proposed. From this necessity comes the Torrance County Listening Project (TCLP). TCLP aims to proactively remedy the effects that prison reliance and the potential closure of TCDF have on the Torrance County community by uplifting community voices and designing legislative proposals centered on community knowledge.

METHODS AND DATA/DIAGNOSTICS

The data used for this analysis were collected from a pilot canvassing effort in Torrance County that took place from June of 2023 through February of 2024 ($N= 33$). Volunteers from Torrance County and the surrounding communities knocked as many doors through Torrance County as possible, though these data exclude any individuals who have private property signs, did not answer the door, and those who did not want to partake. Data collection was conducted through interviews guided by a survey (see Appendix A & B) intended to understand residents' wants and needs from their communities. Results from two survey versions designed internally at Innovation Law Lab were used in this analysis. Both quantitative and qualitative data are presented, though it should be considered that the qualitative data were derived from diligent note taking done during interviews—there was not a specific process for collecting these data, nor were recordings of the interviews completed.

The first portion of questions was asked to gather demographic data about the population surveyed. Given the length of the survey, these demographic questions made up a small proportion of the survey and did not include many of the demographics typically used (e.g. race, sexuality, level of education). Next, respondents were asked a series of questions on a likert scale (from strongly disagree to strongly agree) that were intended to understand how community members currently feel about living in Torrance County. Questions related to healthcare, income, employment, and community relations were asked. The final portion of the survey was a series of questions, again on a likert scale (from strongly opposed to strongly support), that aimed to understand what kinds of programs respondents would like to dedicate public funds towards. These programs encompassed a wide variety of potential strategies that could be used to bring money and people into Torrance County.

In addition to the small sample size, the number of incomplete survey answers serves as a barrier in the data analysis process. Due to the limited amount of data collected, no correlative, bivariate, or regression analyses were conducted. Rather, this study focuses on the preliminary patterns that are revealed from basic frequency distribution data and with findings from survey notes. Data were cleaned and prepped using Stata version 17 and the presented graphs were created using R (see Appendix C for the R script used to produce the graphs). Notes were taken intermittently during survey interviews and findings were distilled from these notes. Despite the limited collected data, this analysis serves to uplift community voices and center community knowledge.

RESULTS

The frequency distributions of survey respondents shown in Table 1 demonstrate that the majority of the respondents surveyed have no children under the age of 18 living in the household (64.29%) and are retired (52.17%). Given that many of the surveys were completed during the typical 9 to 5, Monday through Friday work hours, it is logical that this was the primary demographic reached. According to US Census data, only 22.9% of the TC population is of normal retirement age (U.S. Census Bureau), so further canvassing efforts should work to gather more data representative of the age distribution among the population. Similarly, all the respondents speak English, and a majority of the respondents (64.52%) speak only English – a logical observation given the canvassing team all primarily speak English. However, US Census data shows that 77.2% of the Torrance County population speaks only English, so this demographic is more appropriately represented.

Another notable pattern that Table 1 reveals is that a majority of the respondents have lived in Torrance County for more than 24 years (51.72%). While this could be a result of the older population being the primary respondents, another explanation is tied to the idea of land grants. Between the 17th and 19th centuries, Spain and Mexico granted millions of acres of land to individuals to make a livelihood on;

under the 1848 Treaty of Gaudalupe Hidalgo, the US had to recognize and protect the property rights of these land grants (United States General Accounting Office 2004). From 1963-1979, Alianza Federal de Pueblos Libres continued to advocate for the Chilili Land Grant, the series of land grants that are still in place in Bernalillo and Tarrant Counties (Chilili Land Grant N.D.). Although only 10 people answered the question, 50% of the respondents have family ties going back at least three generations in Tarrant County which potentially signifies the continual importance of land grant communities.

Table 1 *Frequency Distribution of Survey Respondents*

		<i>n</i>	%
Gender	Female	16	57.14
	Male	12	42.86
TOTAL		<i>N</i> = 28	100
Years Lived in TC	Less than 5	6	20.69
	5 to 9	3	10.34
	9 to 24	5	17.24
	24+	15	51.72
TOTAL		<i>N</i> = 29	100
Children Under 18 Living in Household	0	18	64.29
	1 to 2	8	28.57
	3 to 5	2	7.14
TOTAL		<i>N</i> = 28	100
Spoken Language(s)	English	20	64.52
	English and Spanish	11	35.48
TOTAL		<i>N</i> = 31	100
Employment Status	Unemployed	1	4.35
	Employed	10	43.48
	Retired	12	52.17
TOTAL		<i>N</i> = 23	100
Family Ties to TC	Moved to TC as adult	4	40
	At least 1 parent from TC	1	10
	3 to 4 generations from TC	4	40
	4+ generations from TC	1	10
TOTAL		<i>N</i> = 10	100

The results displayed in Figure 1 bring out two distinct patterns, the first of which is particularly heartening in a project with as many humanitarian implications as this one; it seems that generally, residents from this sample are happy to be in Torrance County. Twenty-three respondents (79.31%) answered they feel lucky to live in TC, and 15 (51.72%) stated they “strongly agree” to feeling lucky to live in TC. A majority of respondents feel hopeful about the future of their community, feel that their communities take care of each other, and that their jobs are satisfying and align with their personal values.

Comparatively, opinions start to differ when asked about the accessibility and availability of resources and opportunities. Fifteen respondents (68.18%) disagreed with the statement that Torrance County offers gainful employment opportunities. One resident from Torreon mentioned that the pay scale in Torrance County is not competitive so people are being priced out of TC in search of more opportunities. Another respondent similarly stated that people are forced to go to Albuquerque or out of state in order to find employment.

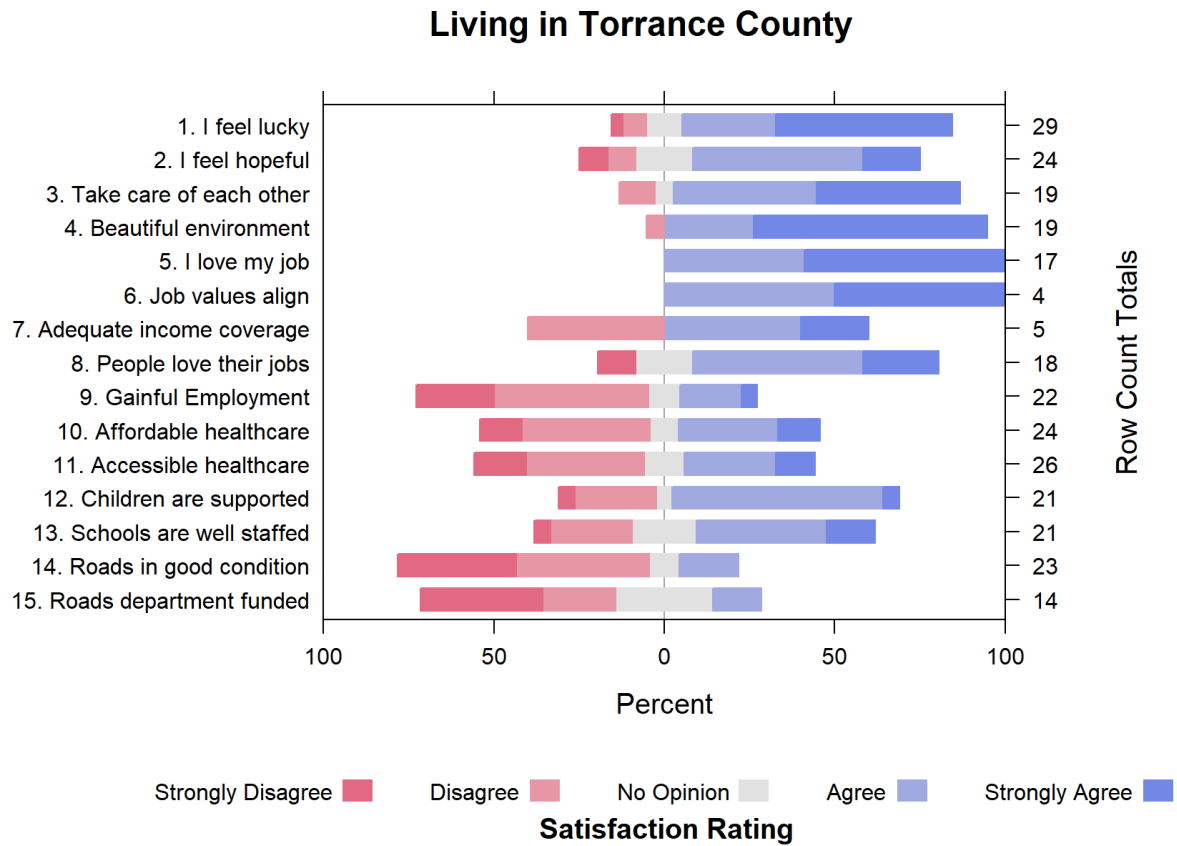
Respondents are also reportedly struggling with access to affordable and timely healthcare, though 10 respondents (38.46%, 41.67%) agreed that healthcare is accessible and affordable. Several respondents noted that they travel to Albuquerque and Santa Fe for primary care as there is only one primary care physician in the county who is also reportedly retiring in the fall of 2024; another resident goes to Albuquerque because their insurance does not cover the local clinic. One resident who struggles with breathing was encouraged by their doctor to move from Torrance County due to the lack of medical services and poor air quality. Another resident expressed concern that people struggling with addiction have to go to Belen, NM every day, a trek that is not feasible for many.

Fourteen respondents (66.66%) agreed that children are well supported in Torrance County, though several residents in their interviews noted that young people are overlooked. They mentioned a lack of school funding, lack of teachers, and a lack of job opportunities for young adults after graduation. One mother enrolled her child in a school in Albuquerque because Estancia reportedly has no afterschool programs. A staff member at the Estancia K-12 school stated that for the school of 600+ students there is only one building (though they are supposedly working on building more).

Respondents overwhelmingly reported issues with the road conditions—73.91% (17) of the respondents disagreed that the roads are in good condition, and 8 (57.14%) reported that the roads department is underfunded.

While the survey did not directly address this issue, almost every resident expressed concern about the lack of grocery stores and fresh food. Residents reported having to drive to Albuquerque or Edgewood for their groceries with the minimum driving distance being 15-30 miles for any kind of produce. One resident even reported price gouging at the local store.

Figure 1 Survey Responses: Living in Torrance County



The primary discernable pattern from the results shown in Figure 2 is that residents are generally in support of using public funds for community improvement programs – of the 19 presented programs, a majority of respondents support 17. However, the data show residents are concerned about introducing breweries, wineries, and distilleries, with 53.84% (7) of respondents disagreeing that funds should be allocated to recruiting these businesses. Interview notes bring insight as to why this may be as several people mentioned high rates of addiction in Torrance County. Residents mentioned substance use problems with both opioids and alcohol. Moreso, two residents mentioned a concern that marijuana grow houses are using disproportionately too much water in a community where water is already a scarce resource. Several residents expressed concern that TC would (or already has) run out of water, and that the available water is far more expensive than it should be. One resident even stated they would not have moved to Torrance County had they known it was going to run out of water, and another reported they can smell bleach in the water coming from their tap. Given this concern, it is understandable that the other initiative a majority of residents do not support is agritourism. One resident reported that the impact of a federal initiative that intended to lower rates for irrigation actually incentivized farmers to move towards crops that use a lot of water – expanding this industry would further the water scarcity and bring more harm than good to local residents.

Figure 2 Survey Responses: Potential Programs for Torrance County

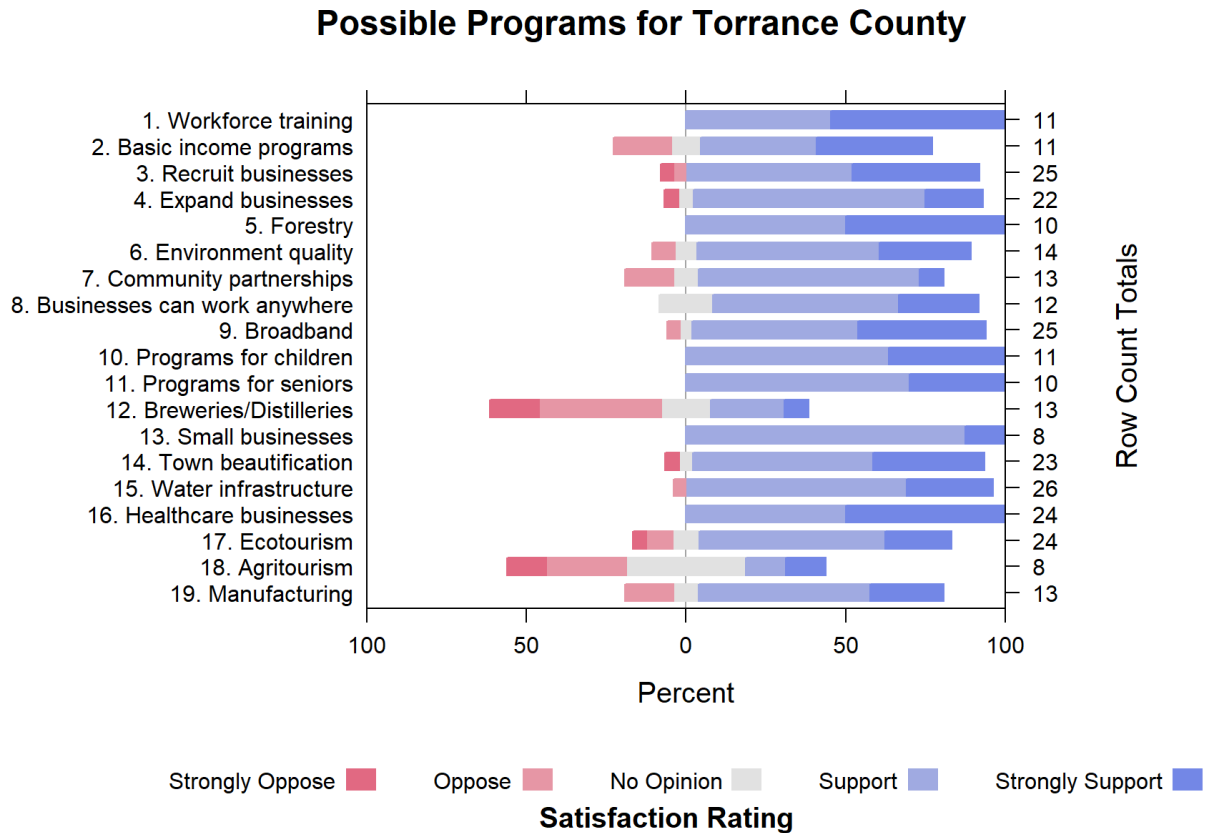


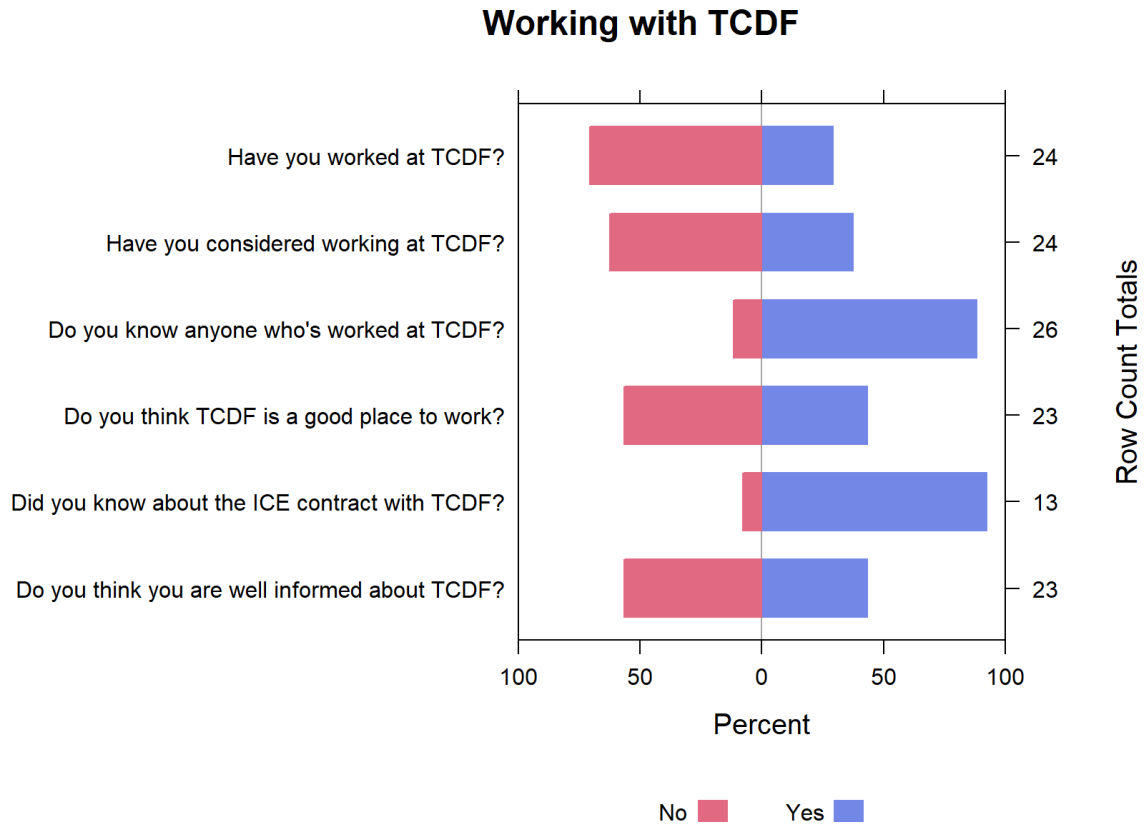
Figure 3 highlights one of the most important findings from this project – the dependency on Torrance County Detention Facility. While a majority (70.83%, $n=17$) of respondents have not worked at TCDF and a majority (62.50%, $n=15$) have also not considered working there, a majority (88.46%, $n=23$) of respondents know someone who has at one point worked at TCDF. Of the 10 people that answered the question, 9 supported keeping the prison open. While several people noted that they don't want a prison in their backyard, many noted that it provides a paycheck for their friends, neighbors, and families. Given the economic reliance on TCDF, it is understandable that people are hesitant to support its closure.

Despite the apparent support for keeping TCDF a prison, Figure 4 also shows that just over half of residents (56.52%, $n=13$) think TCDF is not a good place to work. One resident noted that working at TCDF has given them great career opportunities, strong work ethic training, scholarship programs, and medical insurance. Comparatively, another resident who briefly worked at TCDF discussed a high turnover rate for employees, an unsupportive work environment, a supervisor that made false accusations about employee harassment, and a feeling of being unsafe because there is one set of keys for multiple doors in the facility. These findings support the idea that the support for keeping TCDF open is primarily economically motivated rather than people supporting the values and mission of TCDF itself.

To further this conclusion, only 3 of the 10 residents who answered the question supported the initiative to renew the contract TCDF has with ICE. After discussing some of the conditions migrants are subjected to while in detention, two people noted that migrants should not be held in the facility. One

resident was concerned about where prisoners would go if TCDF closed, but still stated that the facility sounds unfit to house people.

Figure 3 *Survey Responses: Working at TCDF*



DISCUSSION

The implications of the findings from this pilot analysis are strongly encouraging for the Torrance County Listening Project. Not only are respondents hopeful and passionate about the future of their community, they are also generally in support of investing public funds back into the community. The finding that residents are not in support of allocating funds towards attracting breweries/dispensaries or agritourism businesses is an example of how this project can use community opinions to inform budgetary spending plans. These findings will greatly impact the Torrance County Listening Project as we work to create budget proposals and craft legislation.

The results show that despite a majority of residents thinking TCDF is a bad place to work, most residents would like to keep the facility open as it provides jobs and opportunities for the community—both of which are reportedly some of the primary challenges of living in TC. Both survey data and interview data also suggest that the biggest challenge of living in Torrance County is the lack of resources, primarily grocery stores and healthcare providers. These findings reflect the literature that highlights how communities become dependent on detention centers. As communities struggle more and more, they are increasingly likely to invite prison companies into their towns as they seemingly provide the opportunities they are lacking.

The survey data and notes thus far point to the dependency Torrance County (and other towns of the sort) feel towards detention economies, despite there being extensive literature that shows that prisons act as a front for success and economic growth while causing lasting damage and precarity. Now that TCDF is established in Torrance County, residents are extremely hesitant to want to see its closure despite the potential deeper impacts the reliance on a prison economy may be having on the community. The implications of this are immense – while TCDF may temporarily be providing economic support through the introduction of jobs, the literature shows prison towns experience less growth and a greater increase in unemployment and poverty.

As further canvassing efforts are conducted, emphasis should be put on the populations that have been underrepresented in the data thus far. The demographic data from this pilot effort show that primarily retired residents who speak English have been surveyed. In order to get more representative data, canvassing efforts should be conducted outside of the typical work days/hours. Surveyors could also try alternate methods to door knocking such as cold calling and tabling at local businesses and community events.

Similarly, there are several changes to the survey tool that could strengthen both the data collection process and the data. The next survey version should include more comprehensive demographic data to both get more representative data and to be able to conduct correlative, bivariate, and regressive analyses to get a deeper understanding of the data. Further, both survey versions used for this pilot study were excessive in length – the following are suggestions on how to shorten it to get the most from the data. Several open-ended questions were asked that are both difficult to answer and difficult to analyze (e.g. *If you had \$5 million to shape the future of Torrance County what would you change? Why?* See Appendix A). A redesigned survey that focused on the most relevant and analyzable questions (i.e. the questions for the data presented in this pilot analysis) would use both respondents' and researchers' time more effectively and the resulting analysis would be more comprehensive. After this survey shortening, it would be of utmost importance that respondents answer as many questions as they feel comfortable in order to complete the data set as much as possible. If researchers wanted to retain the open ended questions in the current survey format, they should be put last in the survey. However, in order to get more comprehensive qualitative data, efforts should be centered on creating a dedicated, uniform interview process. As the project evolves, focus groups could be a cost and time effective strategy to obtain qualitative data similar to what would be collected in an interview process. A redesigned survey with the presented suggestions can be found in Appendix D, and a list of suggested interview and/or focus group questions can be found in Appendix E.

The future of the Torrance County Listening Project is promising; as the project develops further, there are both long term and short term goals in place, and this pilot analysis can help to inform the next steps. In the short term, one suggestion is filing an IPRA for TCDF water usage. This could help build an argument as to why keeping the facility open at all is damaging to the community because several residents expressed concern over the lack of water in TC. Condensing the survey, conducting focus groups, building a consistent canvassing team, and putting together a community events team are all tasks that the Project is currently working on, and this analysis will inform many of the steps along the way.

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Economic Development Survey

Torrance County Listening Project

This survey is a project of the Torrance County Listening Project, a joint effort of Volunteers in Immigrant Detention, Albuquerque (VIDA); Innovation Law Lab; and community volunteers.

The Torrance County Listening Project is born out of a local, regional and national conversation about the Torrance County Detention Facility, a for-profit jail in Estancia that has received attention for consistent reports of human rights abuses. Public officials, advocacy organizations, and thousands of New Mexico residents have called to see the jail closed.

While calls to close the jail have focused on reported abuses and contract violations, many of Torrance County's elected representatives have strongly opposed calls to close the Torrance County Detention Facility because the economies of Torrance County and Estancia have been built around the jail and now rely on the jail's continued operations.

When CoreCivic did close the facility in 2017, Torrance County and Estancia lost significant tax income and many people lost their jobs. We believe that a jail is an unwise foundation upon which to build a local economy for two reasons: economic reliance on the jail incentivizes elected officials to ignore human rights abuses, reports of which have steadily increased, and it is a precarious industry -- CoreCivic can pack up and leave Torrance County without warning, just as it did in 2017.

Whether the Torrance County Detention Facility remains open or closes, the Torrance County Listening Project wants to support residents of Torrance County in putting forth a vision for how Torrance County might thrive, independently of the Torrance County Detention Facility.

The Torrance County Listening Project is reaching out to residents of Torrance County to better understand the hopes and needs of residents of Torrance County's communities, and to learn whether there are economic development projects — to meet those needs and achieve those hopes — that would have widespread support from residents of Torrance County. As part of this effort, we are inviting people who live, work, or study in Torrance County -- or have other ties to the county -- to complete this questionnaire.

All responses to this survey will be anonymously compiled into a summary report. If you share your contact information at the bottom of this survey, we will make sure to share a copy of that report with you, as well as any updates from the Torrance County Listening Project. If you have any questions about this project, please let us know by email at TCListingProject@gmail.com. Finally, if you know of anyone who might be interested in responding to this survey, please do share it with them.

Part I.

1. Name: _____

2. Address: _____

3. Language(s): English Spanish
 Other: _____

4. Age: _____ 5. Gender: _____ 6. Race: _____

Part II.

7. Ties to Torrance County:

I go or went to school in: _____

I belong to (any associations): _____

I attend church in: _____

Other ties: _____

8. How many years have you lived in Torrance County?

I do not live in Torrance County

Less than 5

6-9

10-24

25+

9. How far back do your family's ties to Torrance County go? (select all that apply)

I moved to Torrance County as an adult

I am the first in my family to be raised here

At least one of my parents were raised here

3-4 generations

4+ generations

10. How many children (under age 18) live in your household?

0

1-2

3-5

6+

11. How would you describe your current employment status, or how you spend your average weekday?

Full-time

Homemaker

Unable to work

Part-time

Student

Other: _____

Self-employed

Military

Seeking employment

Retired

12. If you work, what do you do for work? _____
13. If you work or worked, do/did you work in Torrance County? Yes No
 I am not employed
14. Are you involved in any local organizations (church, community, recreation, etc)? If so, which ones?
-
15. What other clubs or organizations do you know of that are located in Torrance County?
-

Part III.

For questions 15-16, rate how strongly you agree or disagree with the following statements.

16. I feel lucky to live where I live.
 Strongly Agree Agree No Opinion Disagree Strongly Disagree
17. When I think about the future of my community, I feel hopeful.
 Strongly Agree Agree No Opinion Disagree Strongly Disagree

18. What do you love about living or working in Torrance County?

For questions 18-21, if you are employed, rate how strongly you agree or disagree with the following statements.

19. I find my job satisfying and fulfilling.
 Strongly Agree Agree No Opinion Disagree Strongly Disagree
20. My job aligns well with my personal values - it is easy for me to feel proud of my work.
 Strongly Agree Agree No Opinion Disagree Strongly Disagree
21. I am able to cover my expenses and live comfortably on my income.
 Strongly Agree Agree No Opinion Disagree Strongly Disagree
22. It is easy for me and people I know to find jobs that are satisfying, meaningful, and that pay enough.
 Strongly Agree Agree No Opinion Disagree Strongly Disagree

23. If a family member or I have a medical emergency, we can count on timely emergency medical services.
- Strongly Agree Agree No Opinion Disagree Strongly Disagree
24. It is easy for me and people I know to access and afford primary healthcare services.
- Strongly Agree Agree No Opinion Disagree Strongly Disagree
25. All children in Torrance County have adequate food, shelter and support. They are well taken care of.
- Strongly Agree Agree No Opinion Disagree Strongly Disagree
26. The schools in my county are well staffed with teachers, guidance counselors, and medical personnel.
- Strongly Agree Agree No Opinion Disagree Strongly Disagree
27. The roads in my town and county are in good condition.
- Strongly Agree Agree No Opinion Disagree Strongly Disagree

28. What is at least one thing that is hard about living or working in Torrance County?

For questions 28-39, rate how strongly you would support the dedication of more state and county resources to...

29. Workforce training programs for high school students and adults.
- Strongly Support Support No Opinion Oppose
 Strongly Oppose
30. Guaranteed basic income programs for New Mexicans in job training programs.
- Strongly Support Support No Opinion Oppose
 Strongly Oppose
31. Recruiting business prospects to create local job opportunities.
- Strongly Support Support No Opinion Oppose
 Strongly Oppose
32. Creating jobs in forestry.
- Strongly Support Support No Opinion Oppose
 Strongly Oppose
33. Attracting ecotourism hospitality industry like lodging and trail guides.
- Strongly Support Support No Opinion Oppose
 Strongly Oppose

34. Investing in water infrastructure improvements
 Strongly Support Support No Opinion Oppose
 Strongly Oppose
35. Attracting and expanding healthcare-related businesses like clinics, hospitals or emergency medical services.
 Strongly Support Support No Opinion Oppose
 Strongly Oppose
36. Helping retain and expand existing businesses.
 Strongly Support Support No Opinion Oppose
 Strongly Oppose
37. Enhancing small town beautification through programs like Main Street revitalization.
 Strongly Support Support No Opinion Oppose
 Strongly Oppose
38. Enhancing broadband.
 Strongly Support Support No Opinion Oppose
 Strongly Oppose
39. More programs, activities and services for children.
 Strongly Support Support No Opinion Oppose
 Strongly Oppose
40. More programs, activities and services for seniors.
 Strongly Support Support No Opinion Oppose
 Strongly Oppose

41. What types of businesses, if any, do you think Torrance County should be recruiting?
(Please check all that apply.)

- | | | |
|---|--|--|
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Communication | <input type="checkbox"/> Hospitality (hotels, county inns, bed and breakfasts) |
| <input type="checkbox"/> Forestry | <input type="checkbox"/> Utilities | <input type="checkbox"/> Other (please specify): |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Finance, Insurance, Real Estate | <hr/> |
| <input type="checkbox"/> Sports recreation | <input type="checkbox"/> Healthcare related businesses | <input type="checkbox"/> None |
| <input type="checkbox"/> Food processing | <input type="checkbox"/> Warehousing | |
| <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Education or Training | |
| <input type="checkbox"/> Telework (professional firms who can work from anywhere) | <input type="checkbox"/> Wholesale Trade | |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Tourism | |

42. If you had the power to change at least one thing about life in Torrance County, what would you change?

Questions 43-54 are about the Torrance County Detention Facility (TCDF).

43. Have you ever worked at TCDF?

Yes No

44. Have you ever considered working at TCDF?

Yes No

45. Do you know anyone who has ever worked at TCDF?

Yes No

46. Do you think that TCDF is a good place to work? Why or why not?

Yes No

47. What have you heard, if anything, about working at TCDF?

48. Would you consider yourself well-informed about conditions inside TCDF?

Yes No

49. Were you aware before today that TCDF has a contract to detain immigrants?

Yes No

50. How do you feel about the fact that immigrants are jailed at TCDF?

51. If the Torrance County Detention Facility were to close, would you support the state of New Mexico providing temporary economic support for workers and their families who might lose their jobs?

Yes No

52. If the Torrance County Detention Facility were to close, would you support the State of New Mexico providing tuition assistance for New Mexicans in job training and job readiness programs?

- Yes No

53. If the Torrance County Detention Facility were to close, Communities in Estancia and throughout Torrance County should be a part of any decision making process regarding a transition towards economic self-reliance in Torrance County.

- Yes No

54. Would you like to receive any of the below to learn more about TCDF?

- News clips and videos Newspaper articles Press releases and organizational statements

55. If you had \$5 million to shape the future of Torrance County, what would you change? Why?

56. Are you interested in receiving updates from the Torrance County Listening Project, including a copy of any reports generated from responses to this survey?

- Yes No

57. If you are interested in receiving updates from the Torrance County Listening Project, share your mailing address, a phone number at which you can receive text messages, or your email below:

58. Is there anything else you want to share?

59. Is there anyone else you think we should talk to?

Economic Development Survey

Torrance County Listening Project

This project is born out of a local, regional and national conversation about the Torrance County Detention Facility, a jail in Estancia that has received local, national and international attention for consistent reports of human rights abuses, and that public officials, advocacy organizations, and thousands of New Mexico residents have called to see closed.

At the same time, Torrance County generates significant revenue from the jail and Estancia's economy depends heavily on the jail. When CoreCivic did close the facility in 2017 to maximize their profits, Torrance County and Estancia lost significant tax income and many people lost their jobs.

Whether the Torrance County Detention Facility closes in response to the demands of human rights advocates, a decision by CoreCivic to pursue profits elsewhere, or another reason, the Torrance County Listening Project wants to support residents of Torrance County in putting forth a vision for how Torrance County might thrive, independently of the Torrance County Detention Facility.

The Torrance County Listening Project is reaching out to learn whether there are economic development projects that would have widespread support from residents of Torrance County and to build a shared understanding of what those projects might be. As part of this effort, we are inviting people who live, work, or study in Torrance County -- or have other ties to the county -- to complete this survey questionnaire.

All responses to this survey will be anonymously compiled into a summary report. If you share your contact information at the bottom of this survey, we will make sure to share a copy of that report with you, as well as any updates from the Torrance County Listening Project.

If you have any questions about this project, please let us know by email at TCListingProject@gmail.com. Finally, if you know of anyone who might be interested in responding to this survey, please do share it with them.

Part I.

1. Name: _____
2. Language(s)
 - English
 - Spanish
 - Other: _____
3. Age: _____
4. Gender: _____
5. Ties to Torrance County:

I live in	I go to school in	I work in	I attend church in
<input type="checkbox"/> Estancia	<input type="checkbox"/> Albuquerque	<input type="checkbox"/> Albuquerque	<input type="checkbox"/> Edgewood
<input type="checkbox"/> Moriarty	<input type="checkbox"/> Edgewood	<input type="checkbox"/> Edgewood	<input type="checkbox"/> Estancia
<input type="checkbox"/> Mountainair	<input type="checkbox"/> Estancia	<input type="checkbox"/> Estancia	<input type="checkbox"/> Moriarty
<input type="checkbox"/> McIntosh	<input type="checkbox"/> Moriarty	<input type="checkbox"/> Moriarty	<input type="checkbox"/> Mountainair
<input type="checkbox"/> Manzano Springs	<input type="checkbox"/> Mountainair	<input type="checkbox"/> Mountainair	<input type="checkbox"/> McIntosh
<input type="checkbox"/> Willard	<input type="checkbox"/> McIntosh	<input type="checkbox"/> McIntosh	<input type="checkbox"/> Manzano Springs
<input type="checkbox"/> Encino	<input type="checkbox"/> Manzano Springs	<input type="checkbox"/> Manzano Springs	<input type="checkbox"/> Willard
<input type="checkbox"/> Tajique	<input type="checkbox"/> Willard	<input type="checkbox"/> Willard	<input type="checkbox"/> Encino
<input type="checkbox"/> Torreon	<input type="checkbox"/> Encino	<input type="checkbox"/> Encino	<input type="checkbox"/> Tajique
<input type="checkbox"/> Manzano	<input type="checkbox"/> Tajique	<input type="checkbox"/> Tajique	<input type="checkbox"/> Torreon
<input type="checkbox"/> Indian Hills	<input type="checkbox"/> Torreon	<input type="checkbox"/> Torreon	<input type="checkbox"/> Manzano
<input type="checkbox"/> _____	<input type="checkbox"/> Manzano	<input type="checkbox"/> Manzano	<input type="checkbox"/> Indian Hills
	<input type="checkbox"/> Indian Hills	<input type="checkbox"/> Indian Hills	<input type="checkbox"/> _____
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	

Other ties: _____

6. If you live in Torrance County, how many years have you lived in Torrance County?
 - Less than 5
 - 6-9
 - 10-24
 - 25+
 - I do not live in Torrance County

7. How many children (under age 18) live in your household?
 - 0
 - 1-2
 - 3-5
 - 6+

Part II.

Rate how strongly you agree or disagree with the following statements. If you disagree with a statement, what would be a more accurate statement?

<p>8. I feel lucky to live where I live.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>	<p>9. Where I live, we take care of each other.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>	<p>10. The natural environment where I live is beautiful.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>
<p>11. I love my job.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>	<p>12. Most people I know love their jobs.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>	<p>13. It is easy for me and people where I live to find gainful employment.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>
<p>14. It is relatively easy for me and people I know to access and afford the healthcare services we need in Torrance County.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>	<p>15. The schools in my county are well staffed, including teachers.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>	<p>16. All children have adequate food, shelter, and support in my town & county. They are well taken care of.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>
<p>17. There are enough programs for children in my town & county, including afterschool programs.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p>	<p>18. The roads in my town and county are in good shape.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>	<p>19. The roads department in my county is sufficiently funded.</p> <p><input type="checkbox"/> Strongly Agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> No Opinion</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly Disagree</p>

<input type="checkbox"/> Strongly Disagree		
20. When I think about the future of my community, I feel hopeful.		
<input type="checkbox"/> Strongly Agree		
<input type="checkbox"/> Agree		
<input type="checkbox"/> No Opinion		
<input type="checkbox"/> Disagree		
<input type="checkbox"/> Strongly Disagree		

21. Are you employed?

Yes No

22. Do you work in Torrance County?

Yes No

23. What is your area of employment?

24. Have you ever worked at the Torrance County Detention Facility?

Yes No

25. Have you ever considered working at the Torrance County Detention Facility?

Yes No

26. Do you know anyone who has ever worked at the Torrance County Detention Facility?

Yes No

27. Do you think the Torrance County Detention Facility is a good place to work? Why or why not?

Yes No

28. What have you heard, if anything, about working at the Torrance County Detention Facility?

29. Do you think that you are well-informed about the people incarcerated at the Torrance County Detention Facility and the conditions inside the facility?

Yes No

Life in Torrance County

30. What is at least one thing you like about living or working in Torrance County?

1. _____
2. _____
3. _____

31. What are some of the things that are hard about living or working in Torrance County?

32. If you could change three things about living or working in Torrance County tomorrow, what would those three things be?

1. _____
2. _____
3. _____

Part III.

33. What are the top 3 reasons you live in Torrance County?

- | | | |
|---|--|--|
| <input type="checkbox"/> Schools | <input type="checkbox"/> Rural character, lifestyle, or scenic beauty | <input type="checkbox"/> Quality of Life |
| <input type="checkbox"/> Housing affordability | <input type="checkbox"/> Jobs/ employment opportunities in Torrance County | <input type="checkbox"/> Other (please specify): _____ |
| <input type="checkbox"/> Family ties | <input type="checkbox"/> Proximity to jobs outside of Torrance County | |
| <input type="checkbox"/> Safe community | | |
| <input type="checkbox"/> Recreational opportunities | | |

34. What types of job training or education, if any, do you think you and your neighbors might be most interested in. (Please check all that apply.)

- | | | |
|---|--|--|
| <input type="checkbox"/> Business and finance | <input type="checkbox"/> Maintenance and repair | <input type="checkbox"/> Other (please specify): _____ |
| <input type="checkbox"/> Higher Education | <input type="checkbox"/> Restaurant or food services | |
| <input type="checkbox"/> High-tech | <input type="checkbox"/> Healthcare | |
| <input type="checkbox"/> Professional | <input type="checkbox"/> Trade (such as carpentry, plumbing) | |
| <input type="checkbox"/> Advanced Manufacturing | <input type="checkbox"/> Agricultural education | <input type="checkbox"/> None |
| <input type="checkbox"/> Management | <input type="checkbox"/> Hospitality | |
| <input type="checkbox"/> Entrepreneurial | | |

35. What types of businesses, if any, do you think Torrance County should be recruiting? (Please check all that apply.)

- | | | |
|--|--|--|
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Transportation, | <input type="checkbox"/> Tourism (wine, |
| <input type="checkbox"/> Forestry | <input type="checkbox"/> Communication, Utilities | <input type="checkbox"/> brewing, agricultural, |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Finance, Insurance, Real | <input type="checkbox"/> ecotourism) |
| <input type="checkbox"/> Sports recreation | <input type="checkbox"/> Estate | <input type="checkbox"/> Hospitality (hotels, |
| <input type="checkbox"/> Food processing | <input type="checkbox"/> Healthcare related businesses | <input type="checkbox"/> county inn's, bed and breakfasts) |
| <input type="checkbox"/> High tech | <input type="checkbox"/> Warehousing | <input type="checkbox"/> Other (please specify): |
| <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Education or Training | _____ |
| <input type="checkbox"/> Telework (professional firms
who can work from anywhere) | <input type="checkbox"/> Wholesale Trade | <input type="checkbox"/> None |

36. Economic Development Priorities. Level of Agreement. Please rate each statement.

“I would support the dedication of more time and resources to... “

Actively recruiting appropriate business prospects for more local job opportunities.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree	Attracting advanced manufacturing companies.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
Helping retain and expand existing businesses.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree	Enhancing small town beautification through programs like Main Street revitalization.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
Having strong policies to maintain environmental quality.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree	Investing in water infrastructure improvements	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
Exploring partnerships with surrounding counties for regional economic development purposes.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree	Attracting healthcare-related businesses like clinics and hospitals.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
Attracting professional firms that can locate and work from anywhere.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree	Attracting ecotourism hospitality industry like lodging and trail guides.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
Enhancing broadband.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion	Attracting winery, brewery, and distilling industries.	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> No Opinion

	<input type="checkbox"/> Disagree		<input type="checkbox"/> Disagree
	<input type="checkbox"/> Strongly Disagree		<input type="checkbox"/> Strongly Disagree
More programs, activities and services for children.	<input type="checkbox"/> Strongly Agree	More programs, activities and services for seniors.	<input type="checkbox"/> Strongly Agree
	<input type="checkbox"/> Agree		<input type="checkbox"/> Agree
	<input type="checkbox"/> No Opinion		<input type="checkbox"/> No Opinion
	<input type="checkbox"/> Disagree		<input type="checkbox"/> Disagree
	<input type="checkbox"/> Strongly Disagree		<input type="checkbox"/> Strongly Disagree
More entertainment for all ages.	<input type="checkbox"/> Strongly Agree	Workforce training programs for high school students and adults.	<input type="checkbox"/> Strongly Agree
	<input type="checkbox"/> Agree		<input type="checkbox"/> Agree
	<input type="checkbox"/> No Opinion		<input type="checkbox"/> No Opinion
	<input type="checkbox"/> Disagree		<input type="checkbox"/> Disagree
	<input type="checkbox"/> Strongly Disagree		<input type="checkbox"/> Strongly Disagree

37. Growth and Development Priorities. Review the above and rank your top 5 choices, in order of your preference (with 1 being the most preferred). You can also add ideas of your own.

- | | |
|----|----|
| 1. | |
| 2. | 4. |
| 3. | 5. |

38. What is your vision for Torrance County 15 years from now?

39. Are you interested in receiving updates from the Torrance County Listening Project, including a copy of the report generated from responses to this survey?

- Yes No

40. If you are interested in receiving updates from the Torrance County Listening Project, share your mailing address, a phone number at which you can receive text messages, or your email below:

41. Are you involved in any local organizations (church, community, recreation, etc)? If so, which ones? What other clubs or organizations can you think of that are located in Torrance County?

42. Is there anyone else you think we should talk to?

45. Is there anything else you want to share?

Appendix C R Package and Script Used to Create 100% Stacked Plots

```
library(readr)
SurveyData1 <- read_csv("data1.csv")

require(grid)
require(lattice)
require(latticeExtra)
require(HH)

likert(Issue ~ .,data=SurveyData1,ylab=NULL, ReferenceZero=3,
      as.percent=TRUE,
      main = list("Living in Torrance County",x=unit(.55, "npc")),
      sub= list("Satisfaction Rating",x=unit(.57, "npc")),
      xlim=c(-100, -80, -60, -40,-20,0,20,40,60,80,100), strip=FALSE,
      par.strip.text=list(cex=.7))

SurveyData2 <- read_csv("data2.csv")

likert(Program ~ .,data=SurveyData2,ylab=NULL, ReferenceZero=3,
      as.percent=TRUE,
      main = list("Possible Programs for Torrance County",x=unit(.55, "npc")),
      sub= list("Satisfaction Rating",x=unit(.57, "npc")),
      xlim=c(-100, -80, -60, -40,-20,0,20,40,60,80,100), strip=FALSE,
      par.strip.text=list(cex=.7))

SurveyData3 <- read_csv("tcdf.csv")

likert(Question ~ .,data=SurveyData3,ylab=NULL, ReferenceZero=1.5,
      as.percent=TRUE,
      main = list("Working with TCDF",x=unit(.55, "npc")),
      sub= list("",x=unit(.57, "npc")),
      xlim=c(-100, -80, -60, -40,-20,0,20,40,60,80,100), strip=FALSE,
      par.strip.text=list(cex=.7))
```

Appendix D Redesigned Survey

The redesigned survey can be accessed through [this link](#) or through the following QR code:

Torrance County Listening Project



Appendix E *Suggested Interview Questions*

*These questions should be complementary to completing the survey; these reflect questions that the initial survey versions were attempting to answer

1. Can you tell me about how long you've lived in Torrance County?
 - a. What brought you to TC? What do you enjoy about working/living in TC?
2. If you could change one thing about Torrance County, what would it be?
3. What types of businesses (if any) do you think Torrance County should be recruiting?

4. Have you ever worked at the Torrance County Detention Center?
 - a. What have you heard/experienced at TCDF? What was your experience like? Do you think TC is a good place to work?
 - b. What are some employment opportunities that you would like to see in addition to/instead of at the prison?
 - c. Are you informed about the population being held in TCDF?
 - d. Did you know that ICE has a contract to detain migrants seeking asylum at TCDF? How do you feel about this?