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GENESIS FACILITY - POST OCCUPANCY EVALUATION FINAL REPORT

Prepared by:

Richard E. Wener, Ph.D.

CONTEXT

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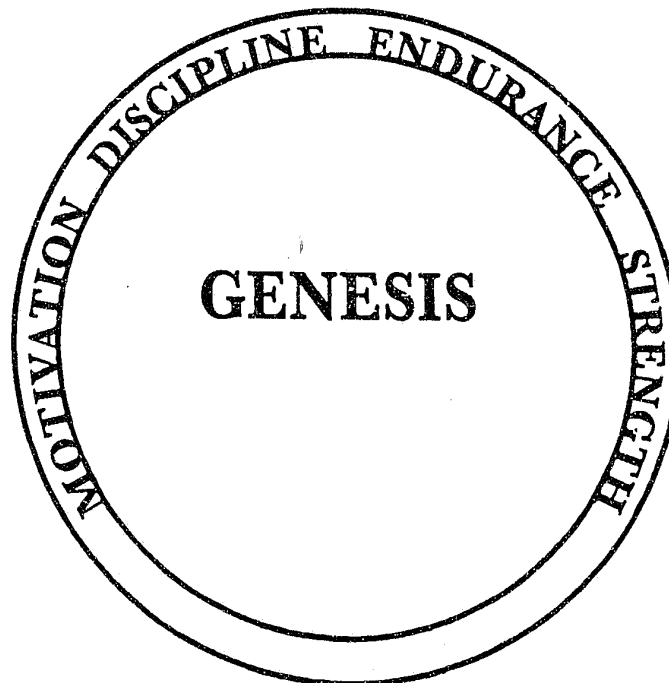
Jay Farbstein, Ph.D.

Jay Farbstein & Associates

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PREFACE

This study was funded by a Technical Assistance grant from the National Institute of Corrections Jail Center to the Orange County (Florida) Corrections Division. The opinions and conclusions in this report are those of the authors and do not necessarily reflect the opinions of the National Institute of Corrections or any officials or agencies of Orange County.

This project required the assistance of a great many agencies and people. We would like to acknowledge and thank the administration and staff of the Orange Corrections Division and the Genesis Program.

These include, but are not limited to:

- Corrections Director Tom. L. Allison
- Ed Royal - Deputy Corrections Director
- Larry Bacon, Deputy Corrections Director
- Richard Anderson, Manager, Direct Supervision
- Scott Bradstreet, Assistant Manager, Direct Supervision
- Lt. Fred Ghrist, Unit Manager, Genesis Facility
- Deanna Teminsky, Corrections Analyst
- Dan Javier, Fiscal Manager
- Eric Gassman, Assistant Manager Administrative Services Department

We particularly want to thank all of the staff and inmates who took the time and effort to fill out our forms and speak with us.

We are appreciative of the support for this project from Michael O'Toole of the NIC Jail Center.

Important support was also provided by Carole Knapel, NIJ Visiting Fellow.

EXECUTIVE SUMMARY

Positive Features and Ratings

- ▶ Overall ratings on most aspects of the Genesis environment are *very positive*, from both staff and inmates.

It is very clear that the focus of this jail facility is on inmate programs. That is reflected in the degree to which both inmates and staff indicated that the programs of *Genesis* are more critical than the environment, per se. It is also symbolized in the way in which dormitories are defined and described, to inmates, staff and visitors.. At the entrance to the dormitory is a sign which reads "This dorm is run by...", followed by the name of a program. It is clear that custodial functions are seen as being in the service of programs - something very unusual in jail settings.

- ▶ Inmates indicated that their stay at *Genesis* had a *significant positive impact on their lives*. This was shown by inmates in their responses in which suggested that they felt they were *more likely to get a job* and/or, *less likely to return to jail*, and had *more hope for the future* as a result of their experiences.
- ▶ Inmates and staff feel that, for the most part, the space serves the program functions well. There are some specific problems, noted below.
- ▶ The *Genesis* facility is viewed by both inmates and staff as *very safe*. While staff are quick to remind the visitor that problems can occur at any time, they agree that physical assaults - on inmates or staff - are extremely rare. They do not view this as an especially dangerous assignment. Ratings show that fear of sexual assaults, or assaults with weapons are very low.
- ▶ The dormitory design rated very highly for *visibility*. Staff appreciated the ease with which they could view spaces within the dormitories.
- ▶ The custodial staff at *Genesis* is highly experienced. They have "bought into" the program thoroughly. They indicated having a strong sense of support for its goals and implementation, and felt that the custodial and program staff worked well together. The mission of the facility seems clear to all involved, and seems to have strong support at all levels.
- ▶ The facility is *very clean* and well kept. After 5 years the carpet in the dorms show very little wear. Staff and inmates rate cleanliness in *Genesis* very highly.
- ▶ *Vandalism* is very low ("almost non-existent"). This is attributed to the motivation of inmates and the constant supervision by officers.

- ▶ *Cost effectiveness* is an important concern at *Genesis*. This is a low cost, low tech facility with a high inmate to staff ratio.

Problems and Concerns

- ▶ There are several aspects of the environment which are viewed as **stressful** to inmates: in part because they limited inmates' ability to study or otherwise fully avail themselves of program opportunities. These include:
 - ☐ **Noise.** The acoustic environment is harsh, in spite of the use of carpeting. Reverberations are strong, making conversations, lessons, etc. more difficult. Inmates and staff complained of headaches. Many inmates said that noise contributed to their being kept awake at night.
 - ☐ **Lighting.** Lighting seems adequate for most tasks. The main complaint concerns control over turning lights on and off. Inmates complained about the policy that has lights turned off at 11:30PM and on at 5:30 AM - making sleep difficult.
 - ☐ **Privacy.** There are several privacy issues of importance to inmates. There are no separations or partitions between beds in the dormitories, or between toilets in the bathroom and showers in the shower area. The reaction to this ranges from unpleasant to very stressful, depending on the inmate and situation. Inmates noted that the lack of privacy in the dormitory made it harder to find places to study for classes.
- ▶ **Other inmate concerns and complaints.** Several other complaints relating to general environmental quality included:
 - ☐ **Food.** Inmates everywhere complain about food, but the comments here seemed especially virulent. Complaints included the quality, quantity, variety and temperature of the food.
 - ☐ **HVAC.** Many inmates said - and staff confirmed - that the temperature control was occasionally a problem. The most complaints were that it frequently became quite cold at night, and that the air was often stuffy.
 - ☐ **Access of medical services.** Inmates complained that it was difficult to get to see a doctor when they had a physical complaint.
- ▶ Staff morale seemed high and, in general, their attitude toward the facilities and its programs was very positive. There were several concerns:

- ☐ **Staff Facilities.** While Genesis provides a good organizational working environment - physical facilities for staff are lacking. There is only one room available for multiple needs of break, lockers, meetings, etc. Staff complained about difficulty in finding parking, and the lack of a toilet in the control room poses difficulties for the control room officer.
- ☐ **Interpersonal Communication Training.** While staff are positive about most aspects of the facility and management's approach, there was a general lack of confidence expressed in the effectiveness of the IPC training.
- ☐ Staff indicated that there was not sufficient space for classes, either within the dormitories or in the several classrooms available.

Overall, Genesis is an impressive operation. It is an inexpensive (in construction and operation), innovative, safe, humane facility. Most impressive is that they have made use of direct supervision to create a calm, safe and orderly environment not as an end in itself, but as a means to provide an impressive set of education and habilitation programs. We don't have hard data on the effectiveness of these programs, but both staff and inmates have indicated that they perceive them as being useful and effective. Inmates seem to feel that the programs have had a significant positive effect on their lives.

These successes come with some compromises in physical amenities. The philosophy of management - that the facility should not be either too comfortable or luxurious for inmates - is both reasonable and well within management's purview. It led, however, to some design decisions which we think are counterproductive. Most particular are the use of open dormitories for sleeping and gang toilet and shower areas. The loss of sleeping privacy is not only a potentially significant psychological stressor, but also can exacerbate other problems, such as problems from unwanted noise or lighting at night. It also makes it harder to find places to read and study which are quiet and free of distractions. With the emphasis on programs and education at Genesis, the ability to study is of greater importance than at most jails.

RECOMMENDATIONS

- ▶ Conduct a careful and thorough evaluation of the effectiveness of the Genesis programs in changing inmate behavior upon release and reducing reincarceration.
- ▶ Review options with respect to ways of making improvement in several environmental areas:
 - ☐ **noise.** The primary offender is TV noise. An acoustical consultant might identify ways to reduce reverberations - possibly by isolating and directing TV speakers.

- ☐ **privacy.** Several inexpensive options are available which should not reduce security. These include placing privacy screens between beds and between stalls in the bathrooms.
 - ☐ **lighting.** Review policy with respect to on and off hours for lighting. Consider using small task lights for functions at very early or late hours.
 - ☐ **conduct a review of the medical system** to see if inmates are receiving attention in the most efficient and expeditious means.
 - ☐ **conduct an assessment of the effectiveness of IPC training.**
 - ☐ **review space available** to identify options for additional classroom space and staff spaces.
- Install partitions between beds and between toilets. This should be inexpensive and can improve privacy without significantly compromising security.

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STUDY GOALS

This Post Occupancy Evaluation was funded by a Technical Assistance Grant from the NIC Jail Center to the Orange County Corrections Division as one of two technical assistance grants (other being to Contra Costa County, California Sheriff's Department) with the purpose of developing and testing instruments and methods for evaluating jails facilities. The intention was to develop and pilot instruments at the Orange County site and to conduct a full scale test of the evaluation system at Contra Costa's West County Detention Facility. A description of the work at Contra Costa County and findings at is contained in a companion report.

NIC, in funding this project, had several goals. Its primary interest was in obtaining information from existing and operating facilities which could be of use to people currently planning new jails - through the NIC Planning and Opening New Institutions (PONI) program.

NIC also wanted the information to be of use to the administrators of the jails being studied. The data and conclusions should tell them useful things about the way their facility was operating and provide suggestions for design, management or training improvements.

In order to make this information both useful and available, an important goal of this project was to create research instruments, and a system for using them, which would allow data to be quickly collected and disseminated.

This report provides the description of the results from the evaluation of the pilot test of these instruments at the Genesis program facility of the Orange County Corrections Division. A description of the instrument development process will be made in a separate report to the NIC Jail Center.

The POE of this facility should, if it is successful, reliably reflect the opinions and attitudes of the various user groups within the institution (line staff, management, inmates, program staff, maintenance staff). It should provide information on how the various components of the facility are operating and whether or not they meet the goals and intentions of planners, as well as an assessment of the overall functioning of the institution.

SITE DESCRIPTION

HISTORY and GOALS.¹

Genesis represents an attempt to deal with the severe overcrowding in Florida's prisons and jails, not so much by building massive numbers of new beds, but rather by changing inmate behavior. The 220 beds in Genesis (added in part because of a court order to reduce overcrowding) are only a small fraction (about 7%) of all those in the Orange County Corrections system, more less the state of Florida. They are unique, however, in that everyone of them is occupied by an inmate actively involved in a habilitation program. The hope is to reduce the "revolving door" aspect of jail release and reduce recidivism. This goal is ambitious in any case - even more so for a jail that is housing inmates who are pre-trial or serving very short sentences.

Genesis also represents Orange County's first attempt to build and operate a direct supervision jail. Direct supervision was not selected as an end in itself. Rather, it was chosen as a means of effectively and cost efficiently creating a safe and humane environment which would be conducive to and supportive of habilitation programs. The facility was aimed at being a "low cost-low tech" stage for an intensive effort at behavior change.

More specifically, the goals for Genesis included:

- ▶ reducing costs, through the use of dormitory design, commercial furniture, fixtures, locks and doors (made possible by the safe and calm atmosphere created through direct supervision), using support services from the centralized facility of which Genesis is a part, making multiple uses of space, making maximum use of inmate welfare funds, using available community programs and volunteers where possible, and operating with a high inmate to staff ratio.
- ▶ reducing the negative effects of crowding, through staff training, thorough inmate orientation, maximizing inmate out-of-cell-time, and creating positive staff-inmate relations.
- ▶ providing effective staff management, by creating a system in which the line officer is in control of unit-level operations, with various levels of middle management personnel providing support and supervision.
- ▶ providing effective inmate management, through the use of a careful screening and classification program.
- ▶ having an impact on inmates' lives, through the use of habilitation and restoration programs.

SITE and PHYSICAL DESCRIPTION OF THE FACILITY.

Genesis is one building on a large campus site which holds a number of detention facility buildings, with a total of 3300 beds. The main jail, which all inmates pass through for intake and

¹ Data in this section come from papers and reports published internally by the Orange County Corrections Division.

classification, holds 1400 inmates (rated capacity = 1050. The facility was built to house 200 inmates (50 per dorm), and has been modified for 220 inmates (55 per dorm). At the time of our visit the actual population was 180 inmates, due to the emphasis on placing inmates in the Phoenix program².

Genesis consists of four dormitories, each holding 55 beds in an open dormitory, double-bunked setting. Entry into and through the lobby leads to the building control room. The control room has visual observation of the entry lobby, pedestrian security vestibule, multipurpose dining room and visiting courtyard. It is a simple operation with a graphic control panel for door controls, four CCTV monitors, and a controller (Javelin), a computer terminal, a telephone and walkie talkie. There is a key pass to the corridor.

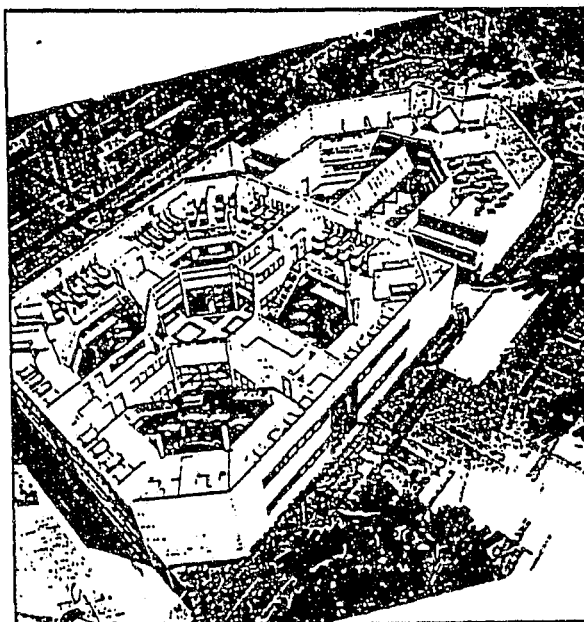
The inmates sleeping area is open and without visual screens. Gang toilet and shower rooms are off the dorm day areas.

Staff has one room for lockers, briefing and breaks, with no shower or exercise facilities. There is a vehicle sallyport and a small "intake" lobby. Inmates are transferred here from other facilities and to/from court.

Genesis has had a no smoking policy for the past two years with no obvious problems.

Construction data:

Opened	July 1988
Construction Cost	\$2,999,000
Site Development Cost	\$92,015
Gross SF:	42,014
Net SF:	36,255
Cost/Gross Sf	\$71.38
Designed Occupancy	200
Cost per bed	\$14,995
Staffing Ratio	200/45 (4.44:1)
Current Capacity	220



INMATE PROGRAMS

The most unique aspect of the Genesis facility is its emphasis on inmate programs. The facility was designed and is operated with a total emphasis on habilitation programs. These programs themselves fit into the larger scope of concern about having a "continuum of care" available to identify inmate needs, and respond to those needs with: educational, skills training and treatment programs (making use of the full range of criminal justice and social service agencies), pre-release services to ready the inmate for re-entry to the

² Original plans called for inmates to go through Genesis before moving on the Phoenix. This caused a bottleneck, however, resulting in overcrowding in Genesis and many open beds in Phoenix. These programs are now treated as parallel rather than sequential systems.

community. The goal is to return the inmate to the community in better shape than when he left it.

The Corrections Division makes use of an inmate management system designed to encourage positive behavioral growth and to allow inmates to work toward less restrictive settings.

- ▶ The 1st step is Central booking, where inmates are checked for eligibility for various release programs which avoid incarceration. Inmates are housed up to 7 days in this area (this time is credited toward the maximum 30 days classification period).
- ▶ 2nd, inmates are moved into the general population at the 33rd St. facility.
- ▶ 3rd, inmates are moved to the Butler (transitional housing) program. Options for programs are reviewed and the inmate must sign a in order to gain entry into one of the program facilities. Others not wishing to sign up are retained in the main jail where the program is to provide conditions and treatment which meet the minimum state standards (with regards to space, visiting, recreation, etc.). Clearly, the emphasis is on convincing inmates to choose a program. Conditions are better and more comfortable in the program facilities than in the main jail.

Those who do choose a program and sign a contract move into a program facility - such as Genesis. All programs at Genesis are voluntary. Genesis has four 55-person dormitories, each of which is devoted to a specific program:

- ☐ **Dorm A - Life Learning Skills**
"...provides life skills training with an emphasis on training the individual for release back into society...supervised by staff employed by the Good News Mission". Sessions includes discussions on variety subjects such as anger management, financial budgeting, employment issues, and application skills.
- ☐ **Dorm B - Drug Treatment**
Sponsored by Center for Drug Free living. The program is highly structured, includes groups run by Narcotics Anonymous, and provides aftercare referrals to enhance community support of returning inmates.
- ☐ **Dorm C New Beginnings Program**
A dual treatment program for inmates who have both alcohol and interpersonal difficulties. It is run by MACO (Metropolitan Alcoholism Counsel) and includes a 28 day treatment program for inmates charged with or convicted of Driving Under the Influence (DUI) or other alcohol related offenses. Interpersonal therapy includes individual and group therapy. Inmates are also required to take at least two education courses per week and a physical education course.

- ☐ **Dorm D - Vocational Training**
Provides educational and job skills training. Each inmate must be in at least one class per day and one evening class per week. This dorm works toward reintegration into the Work Release Center.

In addition to these programs, other classes are offered through the Mid-Florida Technical College and other community agencies, including:

- ☐ the counterattack program (teaching defensive driving to help inmates reinstate their drivers license)
- ☐ job skills training in a variety of areas (such as electronics, auto mechanics, blueprint reading, and computer programming)
- ☐ empowering imprisoned families and couples counseling, to provide resources and support to inmates' families.

The management system at Genesis "offers incentives to those inmates who display positive behavior, a desire and willingness to conform and to those who are legitimately interested on making an effort to help themselves and others"³.

Inmates and Staffing

The population of Genesis is primarily pretrial. The Division of Corrections has a goal of having 70% of all inmates actively involved in programs. At current there are 51% in programs. Other inmates who are not expected to partake in the programs include those who are classified as maximum security, under observation during intake, in protective detention, have medical problems, etc.

Staffing

- 30 correctional officers
- 6 control room monitors (non-sworn staff)
- 3 corporals
- 3 sergeants plus 1 administrative sergeant
- 1 secretary
- .33 fire safety & sanitation officers

Total staff is 43.33 for a rated capacity of 220 beds, or about staff for 5 inmates. This total does not include program staff (not part of the corrections budget) or central services including food, intake, etc. The normal compliment for a shift is 1 officer per dorm, 1 corporal, one sergeant and 2 control room monitors.

³ Genesis: A New Beginning

EVALUATION APPROACH AND METHODS

This evaluation was funded by the NIC to serve as a site for instrument development and testing. The data collected, therefore, had two purposes.

- 1) to test the evaluation instruments for ease of use by respondents and for usefulness of the data provided;
- 2) to use the information as feedback to the facility managers as to the perception of the Genesis facility by staff and inmates

Several kinds of data were collected over the course of this evaluation:

- ☐ Data on population, staffing, programs and facilities, was collected by use of an administrator survey form;
- ☐ Questionnaires dealing with perceptions of the setting (safety, privacy, adequacy of space, etc.) were distributed among all custody staff and a large sample of inmates *[THE COMPLETE FORMS, MARKED TO SHOW MEAN RESPONSES FROM THE SURVEY, ARE IN THE ATTACHED APPENDIX]*.
- ☐ Individual and group interviews were conducted with selected staff members and inmates;
- ☐ The research team toured the facility on two occasions, making informal observations.

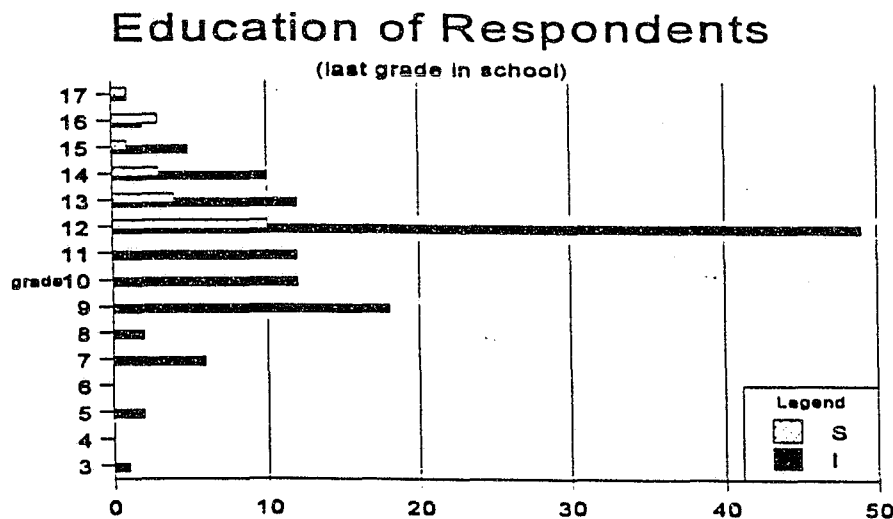
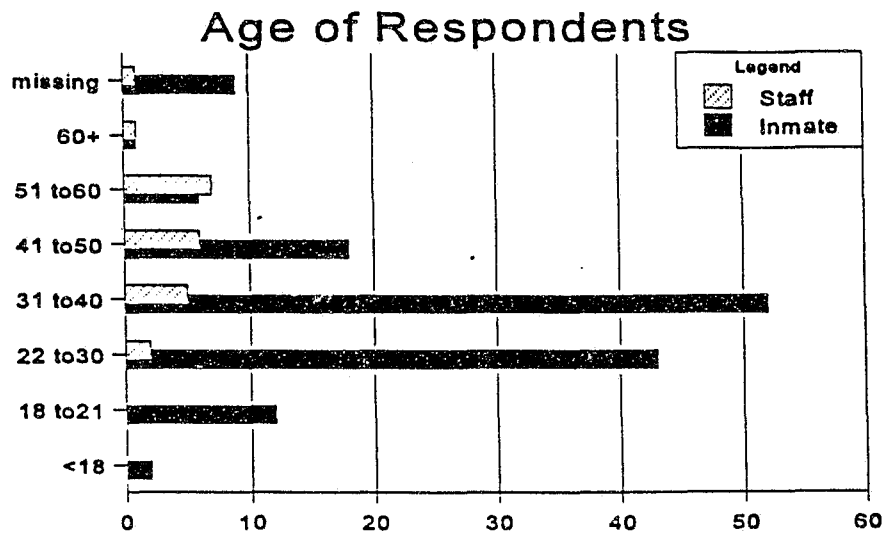
FINDINGS

Characteristics of Respondents

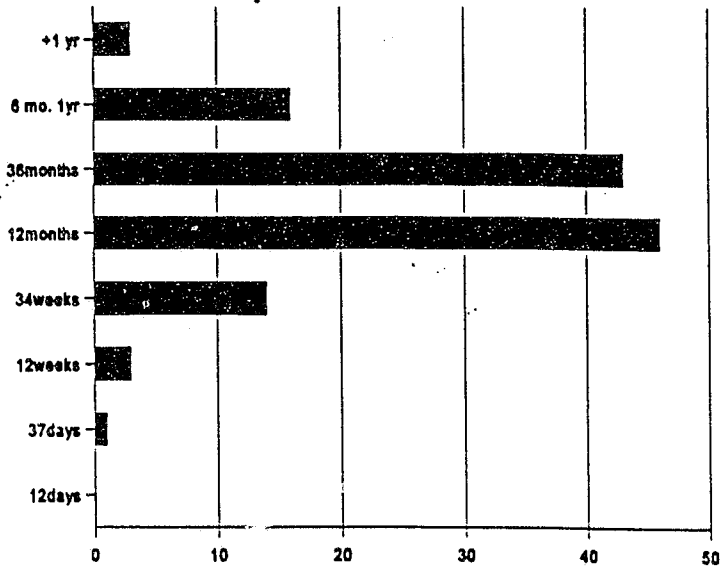
The small scale of the Genesis facility, the low levels of tension, and the cooperativeness of management staff and inmates made it comparatively easy to obtain a large sample of inmates and staff for our surveys. 143 inmates completed our survey - almost 80% of all inmates in the facility. The staff survey was completed by 22 officers, which represents about half of the available respondent pool.

The inmate population in our sample from Genesis is largely between 22 and 40, male, and 55% have a high school education or better. Most have been at the facility from 1 to 6 months.

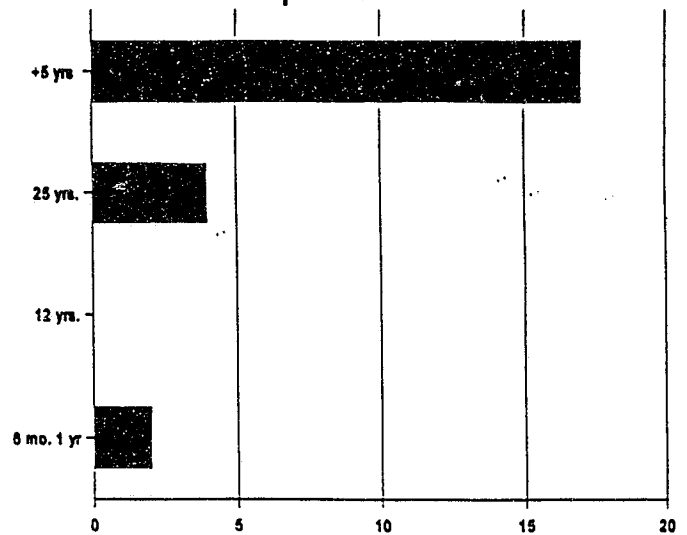
The staff respondents are more mature (largely between 30 and 60 years old), $\frac{3}{4}$ male, and about half have better than high school education. Most have worked in Orange County Corrections for more than 5 years.



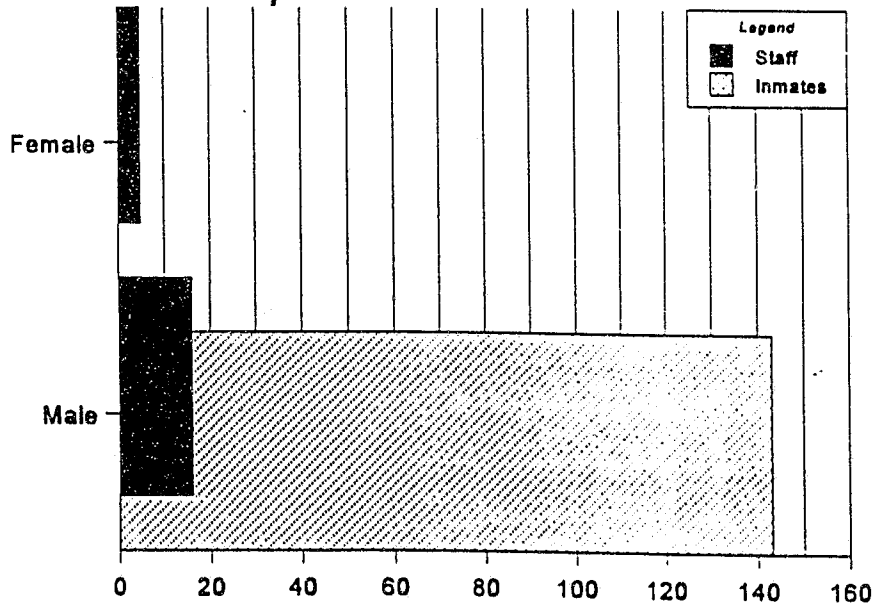
Inmate respondent - time served



Staff respondent tenure



Sex of Respondents



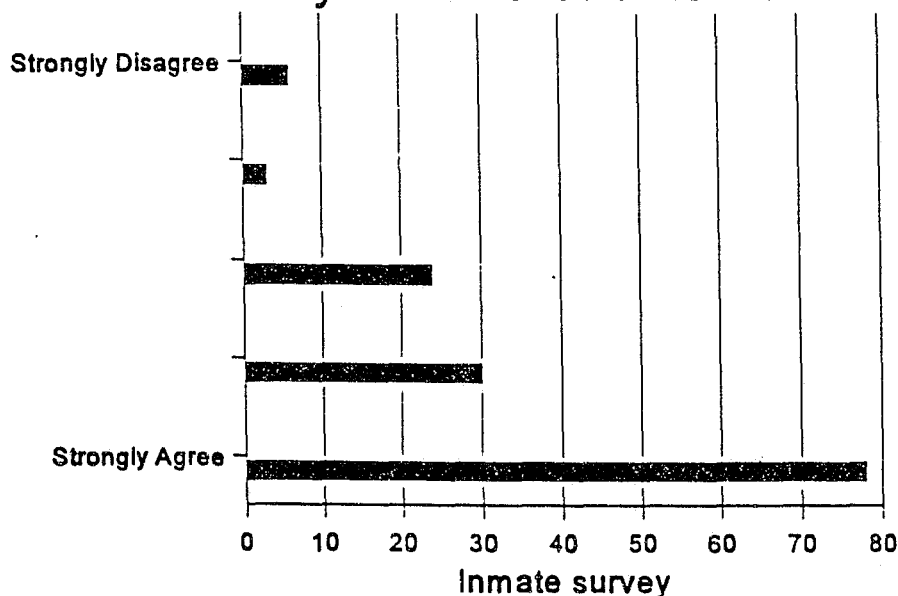
Issues in Evaluating the Facility

Communication.

Both staff and inmates agreed that interaction between them was generally very good and there were few if any serious problems in this regard. Inmates rated staff-inmate contact as being frequent, not hostile and mostly pleasant interchanges. Inmates said that it was easy to contact staff when needed. On the negative side, inmates said staff did fairly little counseling. They were not convinced, however, that the administration really cared about their welfare. Inmates said that "most staff are great" (one noted that you "could even pat an officer on the back" here, while in other facilities the slightest touch would evoke a reprimand). Some complained that staff relied too heavily on threats to return inmates to the main facility.

Staff, for the most part, agreed with inmates. They saw communication as frequent, easy to obtain and pleasant. They felt that staff spent much time helping inmates with problems. They were not convinced, for the most part, of the usefulness of the interpersonal communication training they had received. Top administration also saw communication between staff and inmates as being appropriate, positive, and frequent.

It is easy to contact officers

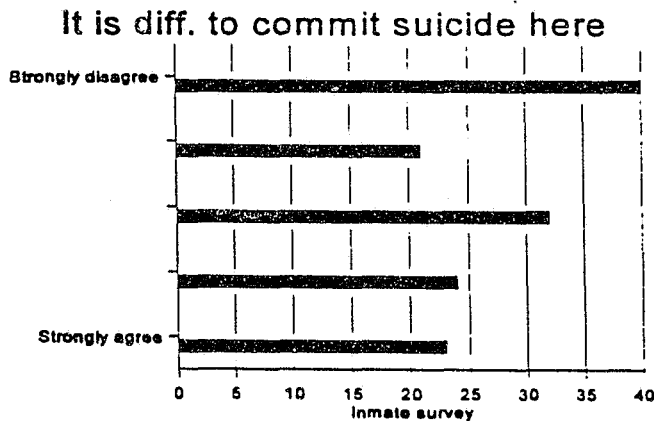
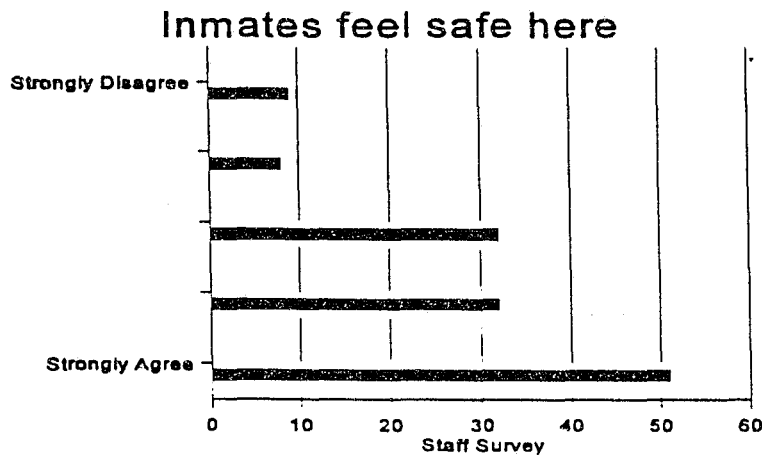


Safety.

Both staff and inmates rated the Genesis facility as being a safe institution - with staff being even stronger in that opinion than inmates. Both groups indicated that there were few weapons available, and very few fights - especially of the sort which involved weapons. Sexual assault was seen as a very low risk, and inmates felt staff response time to emergencies was good. Vandalism was also seen as being rare and not a problem. Both groups said that the officers do a good job of protecting inmates. The only safety problem cited by inmates was that they felt that it would not be difficult for someone to commit a suicide in the living areas.

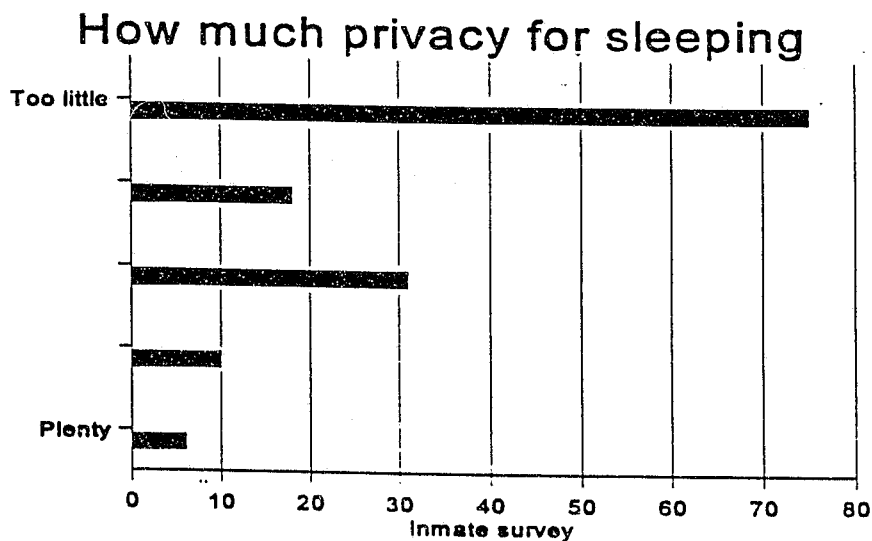
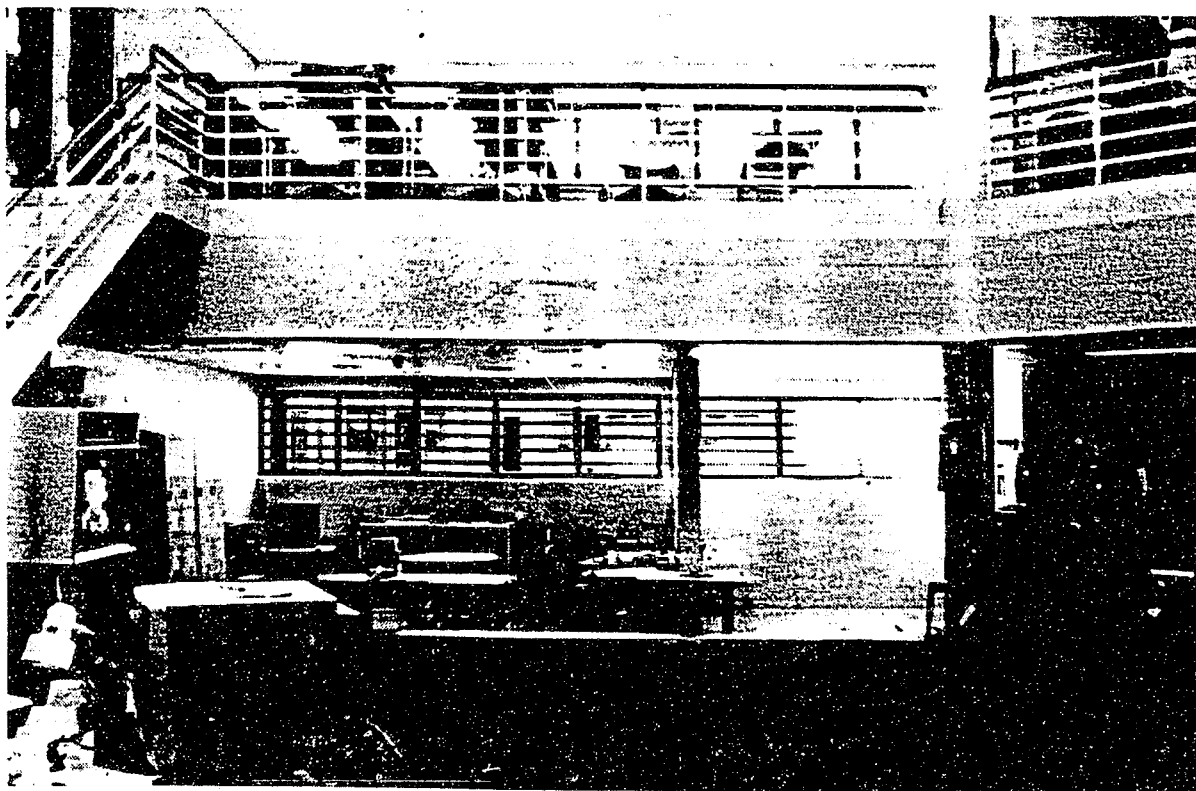
While officers said that they would like to have four lockdown rooms available to use in the event of a major incident, most could not remember the last incident involving physical violence. While verbal arguments were common, both inmates and staff indicated that officers intervened quickly. Most verbal arguments seem to be concerned with choice of television channel - there are two sets for 55 inmates.

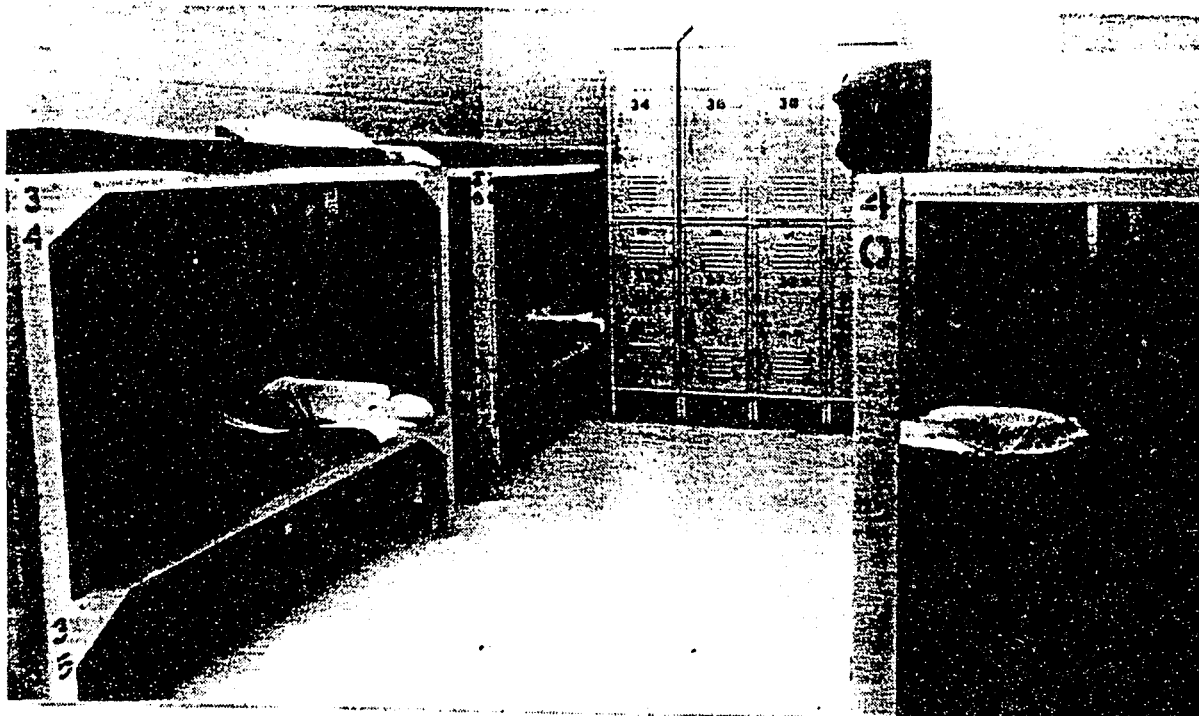
Administrators indicated that from their perspective safety and security at the facility was excellent and that incidents or assaults were very infrequent.



Privacy

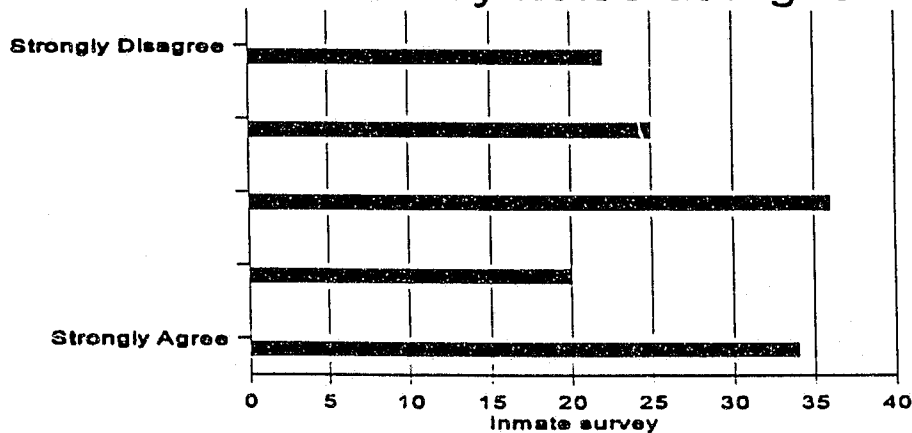
Privacy was one of the few areas that was consistently rated as an environmental problem. Inmates felt that privacy was very low in the facility in general for sleeping, telephone use, use of showers and toilets and for conversations. A number of inmates indicated that partitions between bunks would be strongly preferred. Staff also felt that inmates had too little privacy, especially for sleeping.





Noise

Both staff and inmates rate noise of the units as being moderately high. Inmates indicated that noise was bad enough to interfere in television viewing. Staff said that the noise was bad enough to interfere with hearing conversations and inmate sleeping, and to give them headaches. All agreed that the noise problems stemmed from the use of both televisions at the same time, in a setting with poor acoustical properties. Some officers noted that the noise problem at times interfered with the operations of classes or groups for programs. Several said that they have occasionally had to ask program staff to "keep down the noise" to reduce overall sound levels.

**I am bothered by noise at night**

Lighting and View

Inmates rated lighting and view as good in the Genesis facility. There was some complaint about the adequacy of light for reading on the living module. Staff agree that there was a problem with adequate lighting for reading, but felt that lighting in general was good, as was the ability to easily view the outside. One consistent complaint, however, was that the lighting made sleep difficult. In particular, inmates complained about the policy which did not turn lights off until 11:30PM, and turned them back on at 5:30AM.

Appearance

Both inmates and staff rate the facility very highly on appearance. They indicate that it looks good and is kept very clean. Materials are deemed appropriate for use. Both indicate that the level of vandalism is very low. The carpet is in good repair after five years. While furniture needed recovering, the problem stemmed from use of an inappropriate cleaning solution, rather than misuse.

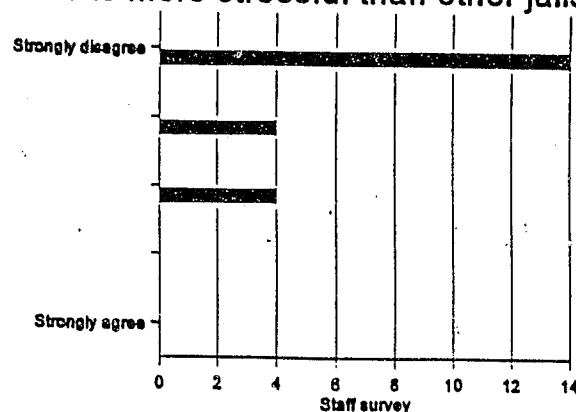
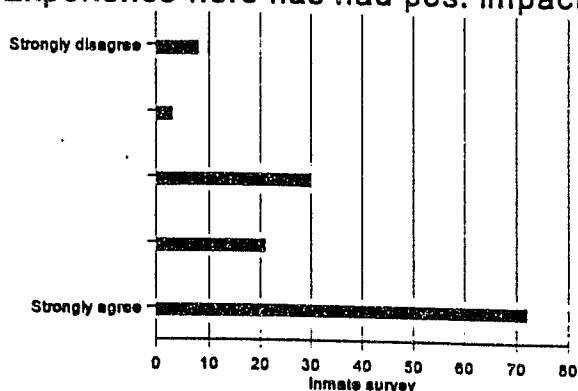
Crowding

Inmates felt that the living modules were moderately crowded, particularly citing crowding in using recreation facilities. Staff did not see crowding as an issue at all in this facility. They did not feel that the facility was crowded, or that population levels negatively affected their jobs or service delivery. Several noted that facilities had been strained in the past when the population reached 68 per unit. The current level, 55, poses few difficulties, even though it is 10% above the original planned capacity.



Health

Inmates did not view this facility as very stressful compared to other institutions. They did complain that, at times, it can be very difficult to see a doctor when they feel they need one. Staff see working at Genesis as not very stressful compared to other correctional settings.

This is more stressful than other jailsImpact**Experience here has had pos. impact**

Inmates response about the impact the facility has had on their lives was particularly impressive. In most jails we have studied, the mass of the best comments inmates are likely to make (even in well design and operated direct supervision jails) is that the environment is safe or relatively comfortable, although boring and an unproductive use of time¹. About 2/3 of the inmates indicated that their stay at Genesis had a significant positive impact on their lives. This was indicated by inmates in ratings in which they suggested that they were more likely to get a job and/or return to school, less likely to return to jail, and had more hope for the future as a result of their

¹ The West County Jail in Richmond, California is an exception to this rule. It too emphasizes programs, and many inmates responded positively about the impacts of these programs. The responses there, however, were not as positive in number or kind as at Genesis. Custody staff at West County were quite negative about the usefulness of the programs, in contrast to staff at Genesis.

experiences.

Genesis managers and line officers in the dorms were also quite positive about the programs. While some said that a few program staff members were "overly idealistic", most seemed very impressed by and supportive of the habilitation programs. Several said that they had "seen miracles" in terms of inmates who had changed their lives.

Inmates and staff feel that, for the most part, the space serves the program functions well. There are some specific difficulties, however, such as a shortage of classroom space and noise problems in the dorms.

Control.

Both staff and inmates see the Genesis facility as being well organized and under clear control by the staff. Inmates do not see themselves as having a great of control over their own movement within an through the facility.

Philosophy

Staff indicated that the philosophy of the jail and its operation has been made very clear to them, and that they supported that philosophy. The degree to which staff have "bought in" to the facility's philosophy was apparent in our interviews and impressive. For example, when we asked officer to name the main design shortcoming of the building, rather than citing a security concern (as officer typically do) they focussed on the shortage of classrooms.

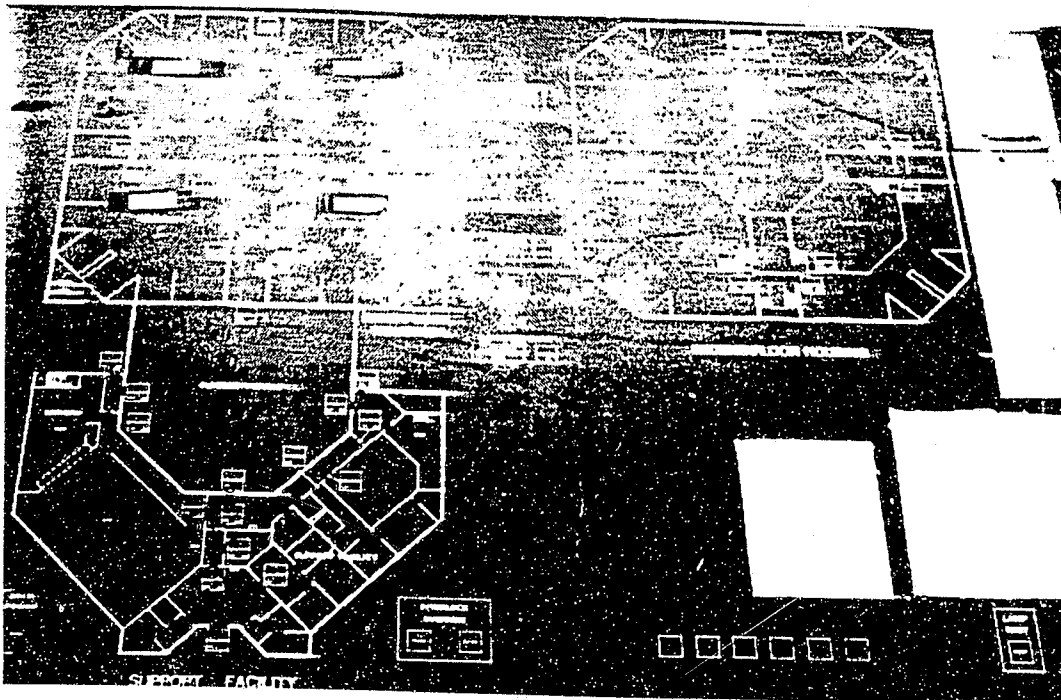
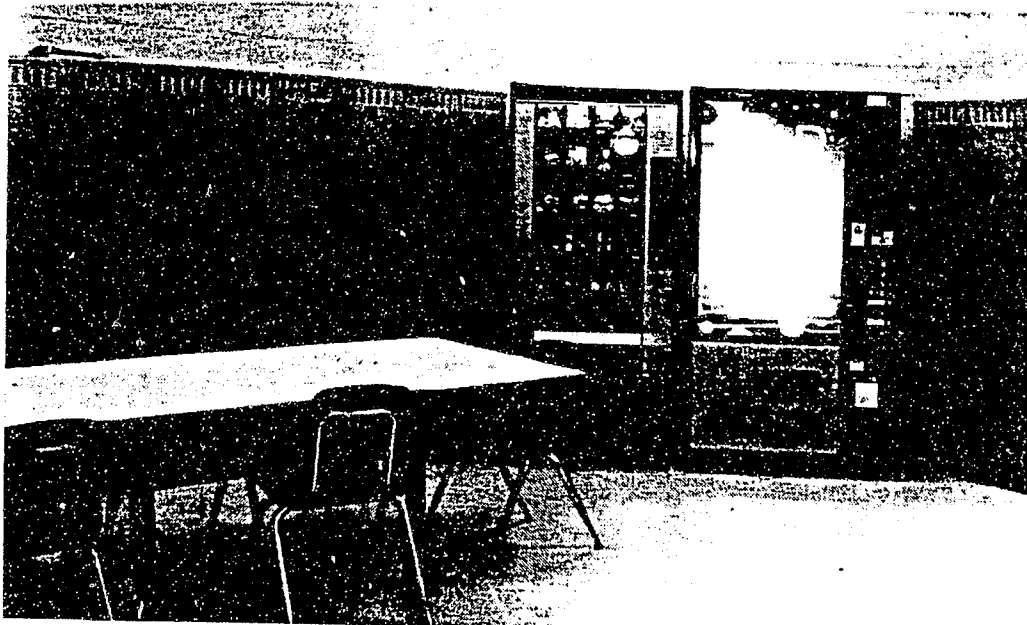
An important symbol of priorities at Genesis were signs which had been placed over the entry to each dorm saying "This dorm is operated by [the name of the program agency]." The clear and unmistakable message is that custody and supervision works in service of operating useful programs, as opposed to programs being an appendage to or afterthought of facility operations.

Surveillance

Staff felt that surveillance in the Genesis facility was generally very good - the best design feature of the facility. They were able to see well from the control room and within the dorms. Most spaces were open and easy to see. Overall, staff seemed quite satisfied with the facilities and their design

Staff Facilities

Staff were not as enthusiastic about the facilities available for their own use. Officer spaces were generally viewed as inadequate (for example, the small area available for changing and lockers), and storage is generally inadequate. In particular, staff mentioned the need for access to a toilet for the control room officer and better parking facilities.



Morale

We did not use a standardized questionnaire to test staff satisfaction. Morale, however, appeared to be quite high. Staff felt good about their jobs and indicated that they worked well together as a team. Several noted, however, that many thought that the facility was understaffed, which was a source of some stress and difficulty.

Program Spaces.

Most of the program meetings are conducted on the living units. While these are generally adequate, there are some design concerns. Officers, for example, indicated that there should be more than three available classrooms. They also noted that the acoustics in the dorms was poor and interfered with program operations.

Other Quality of Life Issues

Inmates had several other complaints about aspects of the environment, including:

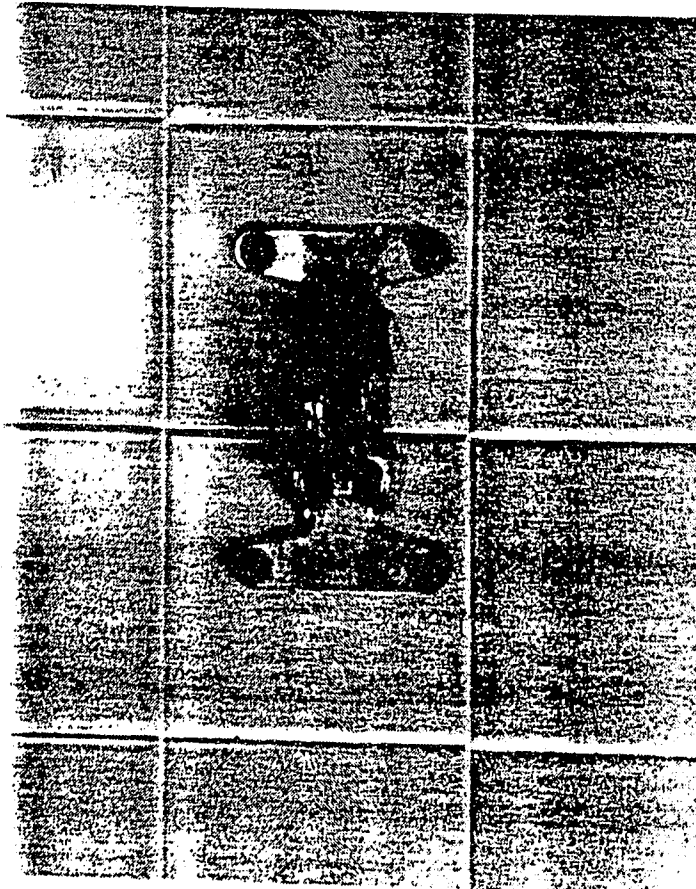
- ☐ Many inmates complained about the quality of the HVAC system - that the facility was often too cold or was very stuffy. Staff concurred with this assessment
- ☐ Food is of poor quality and quality and too often cold.
- ☐ The shower area is too small for inmates to be able to dry themselves adequately.
- ☐ Bunk beds are very hard and uncomfortable.

Interestingly enough, however, most inmates were not very upset about these and other "comforts". Many seemed to feel that a harsh environment was to be expected - even appropriate - for a jail. Both inmates and staff were more concerned about the availability and quality of programs than the comfort of the physical setting.

Maintenance

Overall, there seem to be very few maintenance issues which are of special concern. The facility is in good condition and has held up well. Vandalism is seen as "almost non-existent". The carpet, and porcelain plumbing fixtures are holding up very well. A few problems include:

- ☐ rust in the showers on breakaway hooks (causing them to be stiff) and shower air grilles.
- ☐ problems with rubber seals in flush valves on toilets - many have had to be replaced.
- ☐ locks are adequate. Main traffic doors could be heavier duty than the current ones. The doors have jam mounted Russwin locks which are performing acceptably.
- ☐ chairs need reupholstering due to the use of the wrong cleaning solution.
- ☐ the HVAC is hard to balance.
- ☐ there was one escape from the recreation yard when some equipment, which was placed too close to the fence, was used by an inmate to climb up and over the razor ribbon. Equipment is being moved and a fine mesh is being added to the fence.



APPENDIX

ANNOTATED FLOOR PLAN

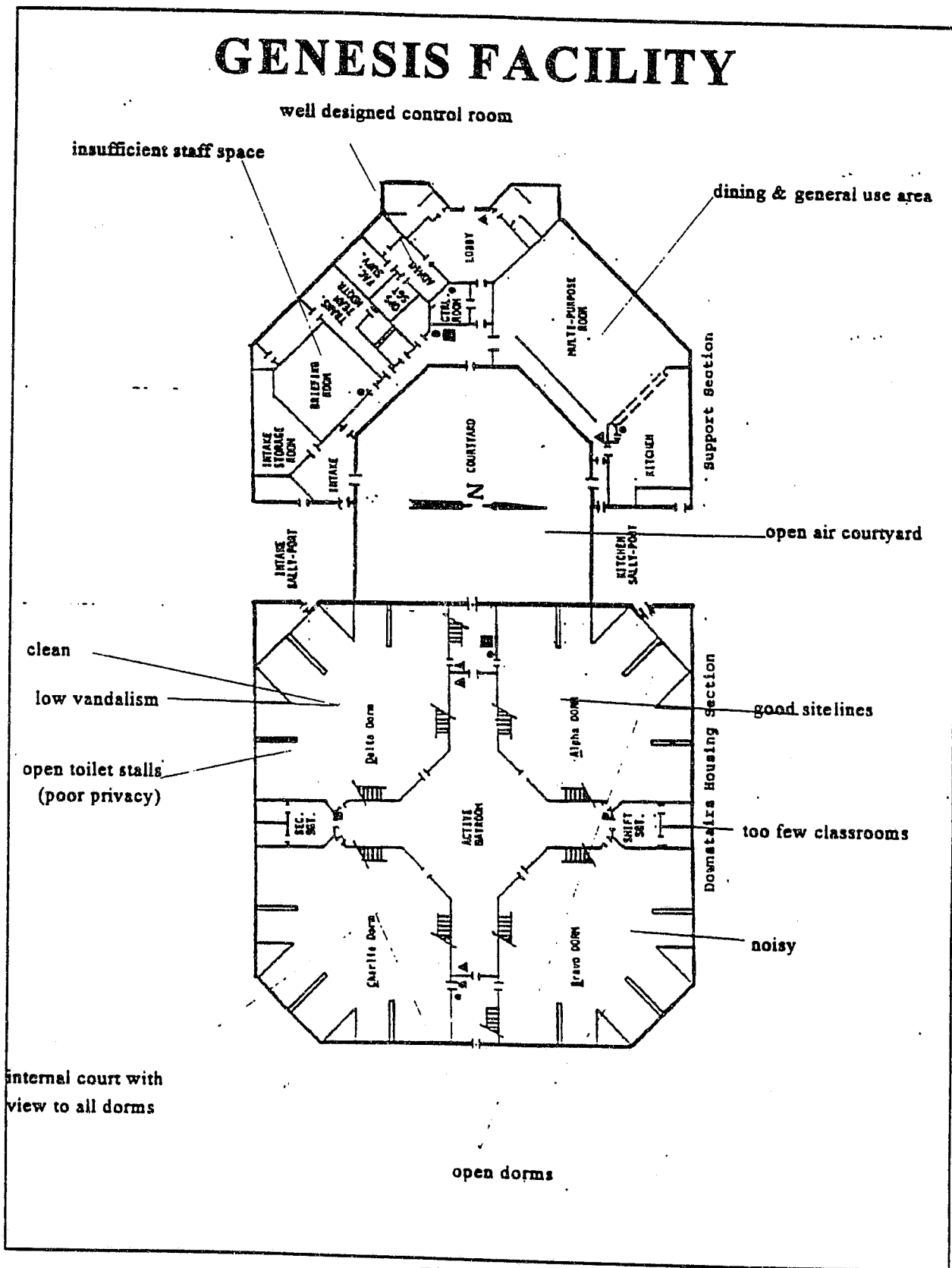


Figure 1

INMATE SURVEY

● = MEAN SCORE

Introduction

We are doing a study of the design of this jail - how it affects you, other inmates and staff. We are interested in how you feel about the building: its rooms, lighting, sound, and so forth. This study is sponsored by the National Institute of Corrections, which is an agency of the federal government.

For Office Use Only

Date

Ins\$

SU#:

UN#:

You do not have to fill out this survey. If you don't want to, please let us know and return the blank form to us. If you do fill it out, all your answers will be kept **completely confidential**. Your personal answers will not be shared with anyone in this correctional facility or anywhere else. Don't even put your name on the form — we don't need to know it. This survey will be completed by many inmates and staff in this facility. When the answers are combined, they will help us understand which features of this facility are more and less successful.

Please answer all of the questions, even if they seem to repeat the same subject. Please do all of the questions by yourself, without talking to other people about them. There are no right or wrong answers; we are interested in what you think.

ANSWERING THESE QUESTIONS

You will notice that many of the questions are on a 1 to 5 on a scale. Each end of the scale is labeled (such as 1 being "strongly agree" at one end and 5 being "strongly disagree" at the other). The number 3 is always neutral (such as "neither agree nor disagree"). The numbers 2 and 4 are in between (and would mean "agree" or "disagree" in this example). To answer to these questions, simply mark the number that most closely indicates your response. **Please mark only one number per question.**

Take your time. You have as much time as you need to answer the questions. When you finish, please give the form back to the person who gave it to you. We appreciate your help. Thank you.

Please read the questions carefully. Sometimes checking number "1" indicates something positive about this jail, but other times it indicates something negative.

Information About Your Housing Area

1. What is the name or number of your living unit? Genesis
2. How many **beds** are in the area (room, cell or dorm) where you sleep? (If more people sleep there than the number of beds (with mattresses on floors, tables or cots), indicate the number of sleepers.)

- | | |
|-------|---------------------------|
| [1] | one (single room or cell) |
| [2] | 2 (double room or cell) |
| [3] | 3 to 4 (multiple cell) |
| [4] | 5 to 8 (multiple cell) |

- | | |
|--------|---------------------------------|
| [5] | 9 to 16 (multiple cell or dorm) |
| [6] | 17 to 49 (dorm) |
| [7]● | 50 or more (dorm) |

Contact With Staff

	Strongly Agree [1]	[2]	Neutral [3]	[4]	Strongly Disagree [5]
3. Inmates <i>often</i> talk with officers.		•			
4. Officers <i>rarely</i> help or counsel inmates with their problems.	[1]	[2]	• [3]	[4]	[5]
5. It is <i>easy</i> to contact an officer when I want or need to.	[1]	• [2]	[3]	[4]	[5]
6. Many contacts between officers and inmates are <i>pleasant and friendly</i> .	[1]	[2]	• [3]	[4]	[5]
7. Many contacts between officers and inmates are <i>businesslike and formal</i> .	[1]	[2]	• [3]	[4]	[5]
8. Many contacts between officers and inmates are <i>hostile and abusive</i> .	[1]	[2]	[3]	• [4]	[5]
9. Most officers seem to <i>feel comfortable</i> in inmate living areas, even with no other officers present.	[1]	[2]	[3]	[4]	[5]
10. The people in charge of this institution <i>really care</i> about the welfare of the inmates	[1]	[2]	[3]	• [4]	[5]
11. Inmates of different races or ethnic groups <i>do not get along</i> with one another very well.	[1]	[2]	[3]	• [4]	[5]
12. In general, inmates will <i>act reasonably</i> when they are treated fairly.	[1]	• [2]	[3]	[4]	[5]

Safety

	Strongly Agree [1]	[2]	Neutral [3]	[4]	Strongly Disagree [5]
13. There is very <i>little danger</i> of <u>inmates</u> being assaulted by other inmates here.	[1]	[2]	• [3]	[4]	[5]
14. There is very <i>little danger</i> of <u>officers</u> attacking or harming inmates here.	[1]	[2]	• [3]	[4]	[5]
15. There is very <i>little chance</i> of an inmate being pressured for sex.	[1]	[2]	• [3]	[4]	[5]

	Strongly Agree		Neutral		Strongly Disagree
16. If an inmate wanted to commit suicide, it would be <i>very difficult</i> in this jail.	[1]	[2]	[3]●	[4]	[5]
17. In this facility, officers do a <i>poor job of</i> protecting inmate safety.	[1]	[2]	[3] ●	[4]	[5]
18. There are very <i>few weapons</i> kept by inmates.	[1]	[2]●	[3]	[4]	[5]
19. In general, inmates feel <i>very safe</i> here.	[1]	[2]●	[3]	[4]	[5]

How often do the following things happen in this jail?

		Almost Never		Occasionally		Very Often
20.	How often are there <i>threats</i> of violence?	[1]	[2] ●	[3]	[4]	[5]
21.	How often are there fights between inmates <u>not involving weapons</u> ?	[1]	[2] ●	[3]	[4]	[5]
22.	How often are there fights between inmates <u>involving weapons</u> ?	[1]	● [2]	[3]	[4]	[5]
23.	How often are there fights between inmates and staff?	[1]	● [2]	[3]	[4]	[5]
24.	How often are there sexual assaults by inmates against other inmates?	[1]	● [2]	[3]	[4]	[5]
25.	Where do most fights happen? (check only one)					
	[1] sleeping areas (cells, rooms, dorms)	[4] ●	T.V. area or dayroom			
	[2] recreation area(s)	[5] ●	don't know			
	[3] showers or toilets	[6]	other _____			
26.	Where do most sexual assaults happen? (check only one)					
	[1] sleeping areas (cells, rooms, dorms)	[4]	T.V. area or dayroom			
	[2] recreation area(s)	[5] ●	don't know			
	[3] showers or toilets	[6]	other _____			

Please indicate which one response best answers the following questions.

27. If a fight happened in a living unit, about *how long* would it take for *staff to arrive* to break it up?
(check only one)

[1] less than 30 seconds

[2] ● 30 - 60 seconds

[3] 1 - 2 minutes

[4] 2 - 3 minutes

[5] 3 - 5 minutes

[6] more than 5 minutes

28. Do you think that this is *quick enough*?

[1] ● yes

[2] no

Vandalism

	Almost Never		Occasionally		Very Often
29. How often do things get broken on purpose in this facility.	[1]	● [2]	[3]	[4]	[5]
30. How often do things get broken on purpose in your living area.	[1]	● [2]	[3]	[4]	[5]

Satisfaction with Jail Design

	Very Satisfied		Neutral		Very, Dissatisfied
31. How satisfied are you with the design of your living unit?	[1]	[2]	● [3]	[4]	[5]
32. How satisfied are you with the design of your sleeping area?	[1]	[2]	● [3]	[4]	[5]
33. How <i>satisfied</i> are you with the design of your living or dayroom area?	[1]	[2]	● [3]	[4]	[5]
34. How <i>satisfied</i> are you with the design of the area where you eat?	[1]	[2]	● [3]	[4]	[5]
35. How <i>satisfied</i> are you with the design of the jail's recreation areas?	[1]	[2]	● [3]	[4]	[5]
36. How <i>satisfied</i> are you with the design of the the jail's classroom space(s)?	[1]	[2]	● [3]	[4]	[5]
37. How <i>satisfied</i> are you with the design of the the jail's job training space(s)?	[1]	[2]	● [3]	[4]	[5]

	Strongly Agree		Neutral		Strongly Disagree
38. How <i>satisfied</i> are you with the design of the the jail's counseling space(s) ?	[1]	[2]	● [3]	[4]	[5]
39. How <i>satisfied</i> are you with the space available to store your things ?	[1]	[2]	● [3]	[4]	[5]
40. How <i>satisfied</i> are you with the seating in the living area?	[1]	[2]	● [3]	[4]	[5]
41. How <i>satisfied</i> are you with the telephone(s) available for inmates to use?	[1]	[2]	● [3]	[4]	[5]
42. How <i>satisfied</i> are you with the television(s) in the living area?	[1]	[2]	● [3]	[4]	[5]

Crowding

	Not at All Crowded		Neutral		Very Crowded
43. How <i>crowded</i> is this facility?	[1]	[2]	● [3]	[4]	[5]
44. How <i>crowded</i> is the area where you sleep ?	[1]	[2]	● [3]	[4]	[5]
45. How <i>crowded</i> are the recreation areas ?	[1]	[2]	[3] ●	[4]	[5]
46. How <i>crowded</i> are program areas off of the living unit?	[1]	[2]	● [3]	[4]	[5]

Privacy

	Plenty of Privacy		Neutral		Too Little Privacy
47. How much <i>privacy</i> do you have in the area where you sleep ?	[1]	[2]	[3]	[4] ●	[5]
48. How much <i>privacy</i> do you have in showers and toilets ?	[1]	[2]	[3]	[4] ●	[5]
49. How much <i>privacy</i> do you have where you use the telephone ?	[1]	[2]	[3]	● [4]	[5]
50. How much <i>privacy</i> can you find when you want to talk with another person ?	[1]	[2]	[3]	● [4]	[5]

Lighting

	Strongly Agree		Neutral		Strongly Disagree
51. There is usually <i>plenty of light</i> in my living area (dayroom) for reading.	[1]	[2]	[3]	[4]	[5]
52. It is often <i>too dim</i> in my sleeping area for reading.	[1]	[2]	[3]	[4]	[5]
53. At night, it is often <i>too bright</i> for sleeping in my sleeping area.	[1]	[2]	[3]	[4]	[5]
54. <i>Plenty of sunlight</i> comes into this facility.	[1]	[2]	[3]	[4]	[5]
55. <i>I can't look outside</i> as often as I would like to.	[1]	[2]	[3]	[4]	[5]

Sound

	Strongly Agree		Neutral		Strongly Disagree
56. Often, the <i>noise level</i> makes it difficult to hear what someone is saying.	[1]	[2]	[3]	[4]	[5]
57. It is <i>quiet enough</i> so that I don't usually have problems hearing the television.	[1]	[2]	[3]	[4]	[5]
58. Often the <i>noise level</i> keeps me awake or wakes me up at night.	[1]	[2]	[3]	[4]	[5]

Control

	Strongly Agree		Neutral		Strongly Disagree
59. Inmates can go where they need to go or do what they need to do <i>without the aid of an officer</i> .	[1]	[2]	[3]	[4]	[5]
60. The officers keep things <i>under control</i> and running smoothly here.	[1]	[2]	[3]	[4]	[5]
61. Things are <i>pretty disorganized</i> here - you never know what is going to happen next.	[1]	[2]	[3]	[4]	[5]

Appearance

	Strongly Agree		Neutral		Strongly Disagree
62. This place <i>looks better</i> than most people expect a jail or prison to look.	[1] ● [2]		[3]	[4]	[5]
63. The colors are <i>unpleasant</i> in this facility.	[1]	[2]	[3] ●	[4]	[5]
64. Materials in this jail are <i>softer</i> than you would expect (carpets, cushions, etc.).	[1]	[2] ●	[3]	[4]	[5]

Upkeep and Cleanliness

	Very Clean		Neutral		Very Dirty
65. How <i>clean</i> is your sleeping area usually kept?	[1] ● [2]		[3]	[4]	[5]
66. How <i>clean</i> is the area where you eat usually kept?	[1] ● [2]		[3]	[4]	[5]
67. How <i>clean</i> are the toilet and shower you usually use?	[1]	[2] ●	[3]	[4]	[5]

Health

	Strongly Agree		Neutral		Strongly Disagree
68. Compared to other facilities, doing time here is <i>more stressful</i> .	[1]	[2]	[3] ●	[4]	[5]
69. Compared to other facilities, inmates get sick <i>more often</i> here.	[1]	[2]	[3] ●	[4]	[5]
70. It is <i>easy to see</i> a nurse or doctor when you need one	[1]	[2]	[3] ●	[4]	[5]

Activities

This section asks about how you spend your daytime hours, during a typical day (*that is, not including time during "lights out"*). Approximately how much time do you spend on the following activities during a typical day:

	LESS THAN 1 HR.	1-2 HRS.	2-3 HRS.	3-4 HRS.	MORE THAN 4 HRS
71. Watching television.	[1]	[2] ●	[3]	[4]	[5]
72. Talking with other inmates.	[1]	[2]	● [3]	[4]	[5]
73. Talking with staff members.	[1]	● [2]	[3]	[4]	[5]
74. Sleeping (other than at night).	[1]	[2] ●	[3]	[4]	[5]
75. Reading.	[1]	[2]	● [3]	[4]	[5]
76. Vocational training.	[1]	[2]	● [3]	[4]	[5]
77. Classroom study.	[1]	[2]	● [3]	[4]	[5]
78. Counseling.	[1]	● [2]	[3]	[4]	[5]
79. Exercise & Recreation.	[1]	● [2]	[3]	[4]	[5]
80. Self-Improvement activities.	[1]	[2] ●	[3]	[4]	[5]
81. Other _____	[1]	[2] ●	[3]	[4]	[5]

IMPACT OF THE JAIL ENVIRONMENT

	Strongly Agree		Neutral		Strongly Disagree
82. My experience here has had a <i>positive effect</i> on my life.	[1]	● [2]	[3]	[4]	[5]
83. My experience here has made it <i>more likely</i> that I will be able to get and keep a job.	[1]	[2] ●	[3]	[4]	[5]
84. My experience here has made it <i>more likely</i> that I will return to school.	[1]	[2] ●	[3]	[4]	[5]
85. My experience here has made it <i>more likely</i> that I will return to jail again.	[1]	[2]	[3]	[4] ●	[5]
86. My experience here has made me <i>less hopeful</i> about the future.	[1]	[2]	[3]	● [4]	[5]

Background Information

90. What is your sex?

☒ [1] male 139

[2] female

91. How old are you?

[1] under 18 years

[2] 18 - 21 years

☒ [3] 22 - 30 years

[4] 31 - 40 years

[5] 41 - 50 years

[6] 51 - 60 years

[7] over 60 years

92. Circle the last grade in school that you completed?

Elementary School:

1

2

3

4

5

6

7

8

High School:

9

10

11 ☒

12

College:

13

14

15

16

Graduate School:

17

18 or more

93. How long have you been in this correctional facility (this time)?

[ANSWER IN DAYS, WEEKS OR MONTHS]

109.77 days

_____ weeks

_____ months

Please share any **additional comments** you have which could help us to understand this facility. **Thank you** for your cooperation.

STAFF SURVEY

Introduction

FOR OFFICE USE ONLY:

DATE:

IN#:

UN#:

We are doing a study of the design of this jail - how it affects you, inmates and other staff. We are interested in *how you feel about the building*: its rooms, lighting, sound, and so forth. This study is supported by the National Institute of Corrections, which is an agency of the federal government.

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ANSWERING THESE QUESTIONS

You will notice that many of the questions use a 1 to 5 on a scale. Each end of the scale is labeled (such as 1 being "strongly agree" at one end and 5 being "strongly disagree" at the other). The number 3 is always neutral (such as "neither agree nor disagree"). The numbers 2 and 4 are in between (and would mean "agree" or "disagree" in this example). To answer to these questions, simply mark the number that most closely indicates your response. **Please mark only one number per question.**

Take your time. You have as much time as you need to answer the questions. When you finish, please give the form back to the person who gave it to you. We appreciate your help. Thank you.

Please read the questions carefully. Sometimes checking number "1" indicates something positive about this jail, but other times it indicates something negative.

INFORMATION ABOUT THE HOUSING AREA WHERE YOU USUALLY WORK

If you work in more than one unit and the units are very different from each other, please check [☒] this box and skip to item 4.

[☐] The units I work in are too different to describe below.

1. The unit where I usually work is (please give unit name, number or other designation)

Genesis

2. What is the number of beds (capacity) of the housing unit where you usually work? 50 beds

3. How many beds are there in the typical sleeping area (room, cell or dorm) in the housing unit where you usually work? (If more people sleep there than the number of beds (with mattresses on floors, tables or cots), indicate the number of sleepers.)

- | | | | |
|-------|---------------------------|---------|---------------------------------|
| [1] | one (single room or cell) | [5] | 9 to 16 (multiple cell or dorm) |
| [2] | 2 (double room or cell) | [6] | 17 to 49 (dorm) |
| [3] | 3 to 4 (multiple cell) | [7] ● | 50 or more (dorm) |
| [4] | 5 to 8 (multiple cell) | | |

4. Which of the following statements describe where the officers are located who are responsible for the housing area? (please check [✓] the one that is most common)

- [1] Inside the unit, with no physical barrier (like a glass or barred wall) separating us from the inmates.
- [2] Next to the unit in a booth or control room, able to see inmates, but separated from them by glass or bars.
- [3] Away from the unit, but make regular rounds when they look into the unit from outside of it.
- [4] Away from the unit, but make regular rounds when they go inside the unit.

Contact With Inmates and Other Staff

- | | Strongly
Agree | | Neutral | | Strongly
Disagree |
|--|-------------------|---------|---------|---------|----------------------|
| 5. Officers often talk with inmates. | [1] ● | [2] | [3] | [4] | [5] |
| 6. Officers rarely help or counsel inmates with their problems. | [1] | [2] | [3] | ● [4] | [5] |
| 7. It is difficult to contact an officer when an inmate wants or needs to. | [1] | [2] | [3] | ● [4] | [5] |
| 8. Most contacts between officers and inmates are pleasant and friendly. | [1] ● | [2] | [3] | [4] | [5] |
| 9. The people in charge of this institution really care about the welfare of the inmates | [1] | [2] | ● [3] | [4] | [5] |
| 10. Inmates of different races or ethnic groups do not get along with one another very well. | [1] | [2] | ● [3] | [4] | [5] |
| 11. The training staff get in how to communicate with inmates is very effective. | [1] | [2] ● | [3] | [4] | [5] |

Safety

- | | Strongly Agree | | Neutral | | Strongly Disagree |
|--|----------------|-------|---------|-----|-------------------|
| 12. In this facility, officers do a good job of protecting inmate safety. | [1] ● | [2] | [3] | [4] | [5] |
| 13. Most officers feel safe in inmate living areas, even with no other officers present. | [1] | ● [2] | [3] | [4] | [5] |

Please indicate which one response best answers the following questions.

14. If a fight happened in a living unit, about how long would it take for staff to arrive to break it up? (check [f] only one)

- | | |
|--------------------------|-------------------------|
| [1] less than 30 seconds | [4] 2 - 3 minutes |
| ● [2] 30 - 60 seconds | [5] 3 - 5 minutes |
| [3] 1 - 2 minutes | [6] more than 5 minutes |

15. Do you think that this is quick enough?

- [1] yes [2] no

16. How many instances do you know of in the last 6 months where there have been heated arguments among inmates not involving physical force or weapons?

arguments = 3.58

17. How likely do you think it is that an inmate would be assaulted in this institution?

- | | | | |
|-------------------|-----------------|--------|-------------|
| Not at all Likely | Somewhat Likely | Likely | Very Likely |
| [1] | [2] ● | [3] | [4] |

18. Does the number of assaults bother you?

- | | | |
|------------|----------|--------------|
| Not at all | A little | A Great Deal |
| [1] | ● [2] | [3] |

19. In what area do you think it is most likely that an assault would take place?

- [1] Housing Units [2] Work Areas
[3] Recreation Areas [4] Program Area
[5] Other: _____

20. How many instances do you know of in the last 6 months where an inmate has been physically injured in a assault without a weapon (not including sexual assault) by 1 or more inmates?

instances = 1.2

21. How many instances do you know of in the last 6 months where assaults among inmates have involved the use of weapons?

instances = .3

22. How many instances do you know of in the last 6 months where an inmate has been sexually assaulted?

instances = .1

[SAFETY continued]

23. How many instances do you know of in the last 6 months where an inmate has been *pressured for sex*? # instances = .1
24. Do you feel there are *unobserved* (and therefore *unreported*) instances of inmate-on-inmate violence? No [1] Yes [2]
25. If yes, how many instances of *unobserved violence* do you think there have been during the past 6 months? # instances = 3.0
26. How often do you think the inmates have had weapons on them or in their quarters in the past 6 months?
- | | | | | | | |
|--------------|-------|------------|--------|------------|-------|------------|
| No Knowledge | Never | Very Often | Rarely | Now & Then | Often | Very Often |
| [0] | [1] | [2] | [3] | [4] | [5] | [6] |
27. Has there been gang activity in this facility in the past 6 months? No knowledge [0] No [1] Yes [2]
28. How *safe or dangerous* do think it has been in this facility for staff members who have a lot of contact with inmates
- | | | | | | |
|-----------|------|---------------|--------------------|-----------|----------------|
| Very Safe | Safe | Somewhat Safe | Somewhat Dangerous | Dangerous | Very Dangerous |
| [1] | [2] | [3] | [4] | [5] | [6] |
29. Does the level of safety bother you? Not at all [1] A little [2] A Great Deal [3]
30. How *likely* do you think it is that a staff member would be *physically assaulted* in this institution? Not at all Likely [1] Somewhat Likely [2] Likely [3] Very Likely [4]
31. Have you been *physically assaulted* in any way by an inmate in the past 6 months? No [1] Yes [2]
32. In the past 6 months how often have staff members had to *use physical force* on inmates? # instances = 1.3
[please note the kind of force used: _____]

Vandalism

- | | | | | | |
|--|--------------|--|--------------|--|------------|
| | Almost Never | | Occasionally | | Very Often |
|--|--------------|--|--------------|--|------------|
33. How often do things get *broken on purpose* in this facility.
- | | | | | |
|-----|-----|-----|-----|-----|
| [1] | [2] | [3] | [4] | [5] |
|-----|-----|-----|-----|-----|
34. How often do things get *broken on purpose* in the typical inmate living area.
- | | | | | |
|-----|-----|-----|-----|-----|
| [1] | [2] | [3] | [4] | [5] |
|-----|-----|-----|-----|-----|

Surveillance

		Helps Very Much		Neutral		Hinders Very Much	
35.	How does the building design or layout affect your ability to keep an eye on inmates in the living areas?	[1]	●	[2]	[3]	[4]	[5]
36.	How does the building design or layout affect your ability to keep an eye on inmates in the areas outside of the living unit?	[1]		[2]●	[3]	[4]	[5]

Satisfaction With Jail Design

		Very Satisfied		Neutral		Very Dissatisfied
37.	How satisfied are you with inmate living areas ?	[1]	● [2]	[3]	[4]	[5]
38.	How satisfied are you with inmate cells/rooms ?	[1]	● [2]	[3]	[4]	[5]
39.	How satisfied are you with the design of the jail's inmate recreation areas ?	[1]	[2] ●	[3]	[4]	[5]
40.	How satisfied are you with the design of the intake and receiving areas ?	[1]	[2]	● [3]	[4]	[5]
41.	How satisfied are you with officers' stations (in control rooms or within inmate living areas)?	[1]	[2] ●	[3]	[4]	[5]
42.	How satisfied are you with officers' lockers, showers and restrooms	[1]	[2]	[3] ●	[4]	[5]
43.	How satisfied are you with the amount and availability of storage ?	[1]	[2]	[3] ●	[4]	[5]

Crowding

		Not at All	Slightly	Moderately	More Than	Very
44.	How crowded do you think it has been in the inmate housing units?	[1]	[2] ●	[3]	[4]	[5]
45.	How crowded do you think it has been outside the inmate housing units (eg, where is eat their meals, go to school, exercise, work, etc)?	[1]	● [2]	[3]	[4]	[5]
46.	How crowded do you think it has been in the areas where officers do paperwork?	[1]	● [2]	[3]	[4]	[5]

47. The following list identifies services and programs which may be provided to inmates at your institution.

For each item listed, please indicate how the size of the inmate population during the past 6 months has impacted the delivery of these services.

- has it made service delivery.....		Much More Difficult	Somewhat Difficult	More Difficult	No More Difficult	N/A
48.	• Medical/Health care Services.....	[1]	[2]	[3] ●	[4] []	
49.	• Educational Programs.....	[1]	[2]	[3] ●	[4] []	
50.	• Psychological Services.....	[1]	[2]	[3] ●	[4] []	
51.	• Vocational Training.....	[1]	[2]	[3] ●	[4] []	
	• Other					
52.	Recreational programs.....	[1]	[2]	[3] ●	[4] []	
53.	Legal services.....	[1]	[2]	[3] ●	[4] []	
54.	Visiting.....	[1]	[2]	[3] ●	[4] []	
55.	Food services.....	[1]	[2]	[3] ●	[4] []	

56. Due to changing levels of crowding at this institution during the last 6 months, the level of safety at this institution has

Greatly Decreased	Moderately Decreased	Slightly Decreased	Not Changed	Slightly Increased	Moderately Increased	Greatly Increased
[1]	[2]	[3]	[4] ●	[5]	[6]	[7]

57. Due to the changes in inmate population level during the past 6 months, the frequency of my interaction with inmates has

Significantly Decreased	Not Change	Significantly Increased
[1]	[2] ●	[3]

58. Due to the changes in inmate population level during the past 6 months, the quality of my interaction with inmates has

Significantly Decreased	Not Change	Significantly Increased
[1]	[2] ●	[3]

Privacy

		Plenty of Privacy		Neutral		Much Too Little Privacy
59.	How much privacy do inmate sleeping areas have?	[1]	[2]	[3] ●	[4]	[5]
60.	How much privacy do inmate showers and toilets have?	[1]	[2]	● [3]	[4]	[5]
61.	How much privacy do you have when you want to talk with an inmate?	[1]	[2]	● [3]	[4]	[5]

Lighting

		Strongly Agree		Neutral		Strongly Disagree
62.	Lighting levels in inmate living areas are good for reading and writing.	[1]	[2]	[3] ●	[4]	[5]
63.	Lighting levels in other areas of the jail are good for reading and writing.	[1]	[2] ●	[3]	[4]	[5]
64.	Plenty of sunlight comes into this facility.	[1]	● [2]	[3]	[4]	[5]
65.	When working in this facility, I can't look outside as often as I would like to.	[1]	[2]	[3] ●	[4]	[5]

Sound

66.	The noise level here often makes it difficult to hear what someone is saying?	[1]	[2] ●	[3]	[4]	[5]
67.	The noise level here often gives me headaches or adds to my level of stress.	[1]	[2]	● [3]	[4]	[5]
68.	The noise level here often makes it difficult for inmates to sleep.	[1]	[2]	● [3]	[4]	[5]

Control

	Strongly Agree		Neutral		Strongly Disagree
69. <i>Inmates can go where they need to go or do what they need to do without the aid of an officer.</i>	[1]	[2]	[3]●	[4]	[5]
70. <i>The officers keep things under control and running smoothly.</i>	[1]●	[2]	[3]	[4]	[5]
71. <i>Things are pretty chaotic here - you never know what is going to happen next.</i>	[1]	[2]	[3]●	[4]	[5]

Appearance

72. <i>This place looks better than most people expect a jail or prison to look.</i>	[1]●	[2]	[3]	[4]	[5]
73. <i>The colors are unpleasant in this facility.</i>	[1]	[2]	[3]●	[4]	[5]
74. <i>Materials in this jail are softer than you would expect (carpet, cushions, etc.).</i>	[1]●	[2]	[3]	[4]	[5]
75. <i>The design and use of materials makes this place difficult to maintain.</i>	[1]	[2]	●[3]	[4]	[5]
76. <i>Much of the breakage around here is accidental.</i>	[1]	[2]●	[3]	[4]	[5]

Upkeep and Cleanliness

	Very Clean		Neutral		Very Dirty
77. <i>In general, how clean is this facility usually kept?</i>	[1]●	[2]	[3]	[4]	[5]
78. <i>In general, how clean are housing units usually kept?</i>	[1]●	[2]	[3]	[4]	[5]

Design and Construction

		Strongly Agree		Neutral		Strongly Disagree
79.	The materials and furnishings used here are <u>not</u> appropriate for the types of inmates in this jail.	[1]	[2]	[3] ●	[4]	[5]
80.	The doors and locks in this jail <i>work well</i> .	[1]	[2]	● [3]	[4]	[5]
81.	The landscaping around this facility is <i>very attractive</i> .	[1]	[2]	● [3]	[4]	[5]
82.	The external appearance of this building projects an image <i>appropriate</i> for a jail.	[1]	[2]	● [3]	[4]	[5]
83.	For a newcomer, it is <i>very confusing</i> to find your way around in this building.	[1]	[2]	[3] ●	[4]	[5]
84.	The communications systems here (intercoms, phones, radios) <i>work poorly</i> .	[1]	[2]	● [3]	[4]	[5]
85.	This jail's perimeter (fences, walls, towers alarms) is <i>very secure</i> .	[1]	[2]	[3] ●	[4]	[5]
86.	There is <u>not</u> sufficient parking here for staff and visitors.	[1] ●	[2]	[3]	[4]	[5]

Stress

		Strongly Agree		Neutral		Strongly Disagree
87.	Compared to other facilities, working here is <i>more stressful</i> .	[1]	[2]	[3] ●	[4]	[5]
88.	Inmates are under much <i>less stress</i> here than in other jails.	[1] ●	[2]	[3]	[4]	[5]

Other Areas in the Institution

Strongly
Agree

Neutral

Strongly
Disagree

Intake & Receiving

89. The Intake and Receiving area is *well designed* to efficiently process inmates. [1] [2] [3] ● [4] [5]

90. The design of the Intake and Receiving area makes supervision of inmates very *difficult*. [1] [2] [3] ● [4] [5]

Medical Areas

91. The Medical Area area is *well designed* for effective and efficient health care. [1] [2] ● [3] [4] [5]

92. The design of the Medical Area makes supervision of inmates very *difficult*. [1] [2] [3] ● [4] [5]

Visiting

93. The Visiting area is *well designed* to efficiently handle inmates and visitors. [1] [2] ● [3] [4] [5]

94. The design of the Visiting area makes supervision of visits very *difficult*. [1] [2] [3] ● [4] [5]

95. The design of the Visiting area is *well suited* to provide for comfortable inmate visits. [1] [2] ● [3] [4] [5]

Program Spaces

96. Educational/classroom spaces are *well designed* for effective teaching. [1] [2] ● [3] [4] [5]

97. The design of the Educational/classroom spaces makes supervision of inmates very *difficult*. [1] [2] [3] ● [4] [5]

98. Vocational Training areas are *well designed* for effective training. [1] [2] ● [3] [4] [5]

	Strongly Agree		Neutral		Strongly Disagree
99. The design of the Vocational Training areas makes supervision of inmates very <i>difficult</i> .	[1]	[2]	[3] ● [4]		[5]
100. Counseling/therapy spaces are <i>well designed</i> for individual or group counseling.	[1]	[2] ● [3]	[4]		[5]
101. The design of the Counseling/therapy spaces makes supervision of inmates very <i>difficult</i> ..	[1]	[2]	[3] ● [4]		[5]

IMPACT OF JAIL ENVIRONMENT

102. In general, inmates <i>act reasonably</i> when they are treated fairly.	[1] ● [2]	[3]	[4]		[5]
103. The environment and programs here make it <i>less likely</i> released inmates will commit new crimes and return here.	[1]	[2]	[3] ● [4]		[5]
104. I feel that what I do has <i>no real impact</i> on inmates' lives.	[1]	[2]	● [3]	[4]	[5]
105. The mission and philosophy of this jail are <i>clear</i> and have been communicated to the staff here.	[1]	[2] ● [3]	[4]		[5]
106. I do <i>not</i> agree with the general approach to security and the way inmates are treated here.	[1]	[2]	● [3]	[4]	[5]

Background Information

107. What is your **sex**?

- ☒ [1] male
- [2] female

108. How **old** are you?

- [1] under 18 years [2] 18 - 21 years [3] 22 - 30 years [4] 31 - 40 years
- ☒ [5] 41 - 50 years [6] 51 - 60 years [7] over 60 years

109. What was the **last grade in school** that you completed? (circle the last grade completed)

Elementary School:

1 2 3 4 5 6 7 8

High School:

9 10 11 12

College:

13 ☒ 14 15 16

Graduate School:

17 18 or more

110. How **long** have you been working in this correctional facility?

- [1] less than 6 months
- [2] 6 months to 1 year
- [3] 1 year to 2 years
- ☒ [4] 2 years to 5 years
- [5] more than 5 years

111. What is your **position** at this facility?

- ☒ [1] correctional officer
- [2] senior correctional officer
- [3] program staff member
- [4] administrator
- [5] health care provider
- [6] maintenance staff
- [7] other _____

Please share any **additional comments** you have which could help us to understand this facility. Feel free to attach additional sheets with comments if necessary. **Thank you** for your cooperation.