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A Comparison of, "Direct" and "Indirect" Supervision Correctional Facilities

FINAL REPORT

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CONTENTS

ATTACHMENTS (bound in separate volume)

TABLES

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
List of Tables

Page 0.1 -4

TABLES (cont'd.)

National Institute of Corrections
Evaluation of Direct Versus indirect Supervision Correctional Facilities
List of Tables

Page 0.1 -5

TABLES (cont'd.)

National Institute of Corrections
Evaluation of Direct Versus indirect Supervision Correctional Facilities
List of Figures

Page 0.1 - 6

FIGURES

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
0.1 Acknowledgements

Page 0.1 - 7

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National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
0.1 Acknowledgements

Page 0.1 - 8

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PART I: INTRODUCTION

1.1. INTRODUCTION AND OVERVIEW

INTRODUCTION

Two Concepts of inmate Supervision

For the past several years, a debate has raged within the corrections field concerning two different methods of supervising inmates. With "indIrect" supervision, the more traditional of the two, correctional officers monitor inmate living areas from posts enclosed with glass or bars. The more recently developed "direct" supervision allows, and even requires, continuous direct personal interaction between correctional officers and inmates by putting them together, face-to-face in the living unit. Each approach is claimed to have rather specific impacts upon performance of the correctional setting and, therefore, each has strong implications for design. To date, however, there has been insufficient empirical evidence to support the claims by proponents of direct supervision that it is a superior mode of operation, resulting in lowered stress, violence, vandalism, and other benefits (see references, almost all of which report opinion or results from single case studies). This report describes a study that attempts to quantify the differences between direct and indirect supervision and to specify the design implications of each mode so that jurisdictions faced with changing or expanding their correctional programs will have a more sound basis for choosing between them.

Definitions

Modern **Indirect supervision** facilities have been shaped by corrections tradition, changing views of prisoners rights, and technology. The most highly regarded layout consists of a central, enclosed control booth with one or more officers overlooking **a** dayroom surrounded by single cells (often referred to as a modular or podular plan, with an individual unit referred to as a "pod"). **A** variation is to surround the dayroom with multiple occupancy cells or dorms. Pods usually contain 46 to 60 beds which are further subdivided into 12- to15-bed units, though, in some cases, a single control booth may observe closer to 100 cells. Durable, vandal-resistant building systems, fixtures and finishes are commonly used. It is typical to find elaborate electronic detection, locking, and communication systems, all operated from the control station.

The primary functions of the correctional officer in indirect supervision facilities is to operate the control systems, observe inmate behavior, provide limited intervention in response to minor infractions, and call for backup staff response in the event of a major incident. In many such facilities, officers communicate with inmates using a public address or intercom system. Staff safety is provided by a physical barrier placed between them and the inmates. Inmate security is provided by the use of individual cells and the ability of staff to muster a response team in the event of an incident.

The operational and physical environments of **direct supervision** facilities take a different approach to management. They are designed to express the expectation of acceptable behavior by the inmates. The physical design might be similar in overall configuration to indirect supervision facilities (with single cells arrayed around a dayroom), but often would also include added amenities such as carpeting, upholstered furnishings, several television spaces, game tables and exercise equipment. Most important, correctional officers are stationed inside the living unit with the inmates, not separated from them by a barrier. Personal interaction with the inmates is one of the primary duties of the officers in the direct supervision model. Security is heavily dependent upon the ability of highly trained staff to detect and defuse potential problems. Officers walk through and control the entire living unit, eliminating de facto inmate controlled territories.

Direct supervision pods of 46 to 60 beds are not further subdivided, so that the officer can circulate among all the inmates without having to unlock doors. This also allows special use areas to be created within a much larger continuous dayroom space. The larger living area contributes to normalization of the environment and increases the tendency of inmates to gravitate into smaller, compatible groups. Physical amenities have one of two purposes in these facilities. First, they allow the inmates to fulfill basic needs independently. These are needs that the officers would have to fill if the amenity were not there, taking the officer away from the

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
1.1. Introduction **and** Overview

Page 1.1 - 2

primary task of inmate supervision. For example, inmates are given access to controls for lights in their cells. The other possible function of an amenity is its use in setting up expectations of rational and cooperative inmate behavior.

The combination of physical amenities and continual interaction between inmates and staff facilitates the use of behavior management techniques. If an inmate exhibits inappropriate behavior, the correctional officer's job is to recognize it and respond immediately. Consequences can range from restricting privileges to removing the inmate to a less desirable, more secure section of the facility. Inmates who are cooperative and well behaved enjoy the privileges of a nicer environment. The ability to regain lost privileges gives inmates the motivation to improve their behavior. The power to manage the institution is taken away from dominant inmates and given to the correctional officers.

Some institutions are hybrids of the two idealized types of settings described above. For example, a facility which has control booths can, in addition, post officers directly in housing units. Finishes and furnishings in either type of facility can range from those that are soft and commercial to those that are hard and institutional. The interactions between staff and inmates can be anywhere from formal and limited to informal **and** ongoing. But the single feature distinguishing direct supervision is the constant interactive presence of the officer in the living unit.

History and Application

Direct supervision was developed by the Federal Bureau of Prisons in the **early** 1970s. The Bureau first tried direct supervision in newly built prisons, then tested the concept in three short-term detention facilities, the Metropolitan Correctional Centers (MCCs) in Chicago, New York, and San Diego. Satisfied with the result, the Bureau began implementing direct supervision throughout its system, with modifications based upon initial experience. Local governments began adopting the concept by the late 1970s and early 1980s with such facilities as the Contra Costa County jail in California and the renovation of the Manhattan House of Detention (the replacement for the Tombs) in New York City. Recently a number of states have begun to employ direct supervision in their prisons, with a few states committing to eventual system-wide conversion.

Direct supervision has gained many advocates as the claims for its benefits have become known. The National Institute of Corrections and major professional organizations such as the American Correctional Association and the American Institute of Architects' Committee on Architecture for Justice all endorse the use of direct supervision for general population inmates, at least suggesting that it should be seriously considered by any jurisdiction planning a new facility. It should be noted, however, that support is not universal. There are still many in the field who question the results reported by enthusiasts and prefer the apparent staff security afforded by physical barriers. At this time, there are still relatively few examples of operational direct supervision facilities. Of the approximately four thousand American jails and prisons, only a handful outside the federal prison system are direct supervision, though many more are being planned.

Purpose of This Study

This points to the issue the present study is intended to address. To date, most of the information on the effects of direct supervision is based upon anecdotes from those using and happy with the method or from case studies of individual institutions (Frazier; Human Services Management Institute; Sigurdson; Wener; Wener and Clark; Wener and Olson). These studies report reductions in violence, homosexual rape, and vandalism, together with improved staff morale, greater job satisfaction, and reduction of staff stress. There is little evidence substantiated by recognized methods of inquiry to support or refute the claims being made for direct supervision. There has been no systematic, large scale comparison of direct and indirect supervision institutions.

The choice between direct and indirect supervision is critical in the planning for new facilities. The physical design of a facility can either frustrate or enhance the interaction between staff and inmates. Government

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
1.1. Introduction and Overview

Page 1.1 - 3

executives, fiscal officers, and jail managers will greatly benefit from empirical evidence on which to base the decision between direct and indirect supervision. It is the intent of the present study to provide some of the needed evidence.

The emphasis of the study is to examine the differences between direct and indirect supervision institutions in terms of their performance on factors of primary importance to those making key decisions about facilities planning.

A unique aspect of this study is its intent to compare reasonably well matched examples of direct and indirect supervision facilities. While some of the studies noted above have made comparisons between direct and indirect supervision, their comparisons have largely been between new, state-of-the-art direct supervision facilities and their old, overcrowded predecessors. This study attempts to identify indirect facilities which closely match the direct facilities in age, staffing, programs and other features.

Evaluation Issues

It was the intention of this project to explore the following types of issues for the two types of facilities. (Note that for some issues sufficiently reliable data were not able to be collected.)

Cost. The cost of construction, operating costs for staffing, maintenance, and repairs.

Staff Impacts. Objective and subjective measures of staff injuries and use of sick time. Objective information on staffing ratios.

Safety and Security. Objective and subjective measures of physical assaults, suicide attempts, and escapes.

Environment-Behavior Issues. The relationships between the built environment and behavior, such as the impact of soft furnishings, finishes, and inmate control of surroundings on such outcomes as incidents and vandalism. These features may or may not contribute to the overall management approach.

Design Issues. An overview of the range of design options associated with each supervision type including single versus multiple occupancy, types of finishes and furnishings, etc.

Impact on Overcrowding. The extent of overcrowding and subjective impressions of the physical and operational ability to cope with it.

Research Hypotheses

Our operating hypothesis, based on previous research, was that the direct supervision institutions would demonstrate a number of benefits compared to indirect supervision institutions. We expected them to report a greater level of safety for inmates and staff without reducing security. They would show increased levels of staff-inmate contact and more "quality" contact (longer duration; more personal). We would also expect less use of staff sick leave, less inmate utilization of health care services, and less vandalism. Direct supervision settings are expected to be able to cope better with overcrowding.

Within this model, it will be important to control for other variables such as staffing ratios, "hardness or softness" of the environment, the availability of resources, and the type of inmate (long versus short time, type of offense, etc.)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
1.1. Introduction and Overview

Page I.1 - 4

OVERVIEW OF METHODS

This project adopted a two phased approach: Phase I involved the mailing of a detailed survey to a broad sample of direct and indirect supervision prisons and jails. Phase II consisted of in-depth on-site case studies at seven facilities.

Phase I: Survey

A 19 page questionnaire was distributed to a sample of direct and indirect supervision jails and prisons. The questionnaire was divided into two sections. The institution's top administrator was instructed to complete the one section, which measured **attitudes** on topics including supervision, safety, security, surveillance, satisfaction with the facility, problems, philosophy, policies, health, condition of the facility, the appropriateness of certain types of finishes and furnishings, and staff duties.

The second part of the questionnaire was completed by assistant administrators with knowledge of operations and access to their institution's records. This section collected **descriptive information** on:

- physical layout and design
- capacity and security breakdown
- cell occupancy and supervision type
- security systems, furnishings, and finishes used in the facility
- policies concerning inmate movement and control over the environment
- age of the facility and any additions
- construction and operating costs
- staff training.

Survey items were organized into scales based on similarity of content (for example, questions on staff and inmate safety were summed into a scale of institution safety). Scales always read from 1 being better (e.g., safer) to 5 being worse. The neutral point is 3.0. The scales are described in Chapter II.1.

Reported descriptions of management styles and physical layouts were analyzed and led to the rating of each facility along a five point scale of direct-to-indirect supervision. For the purposes of the analysis reported in Part II, those facilities (at opposite ends of the scale) which could be characterized as "pure" direct supervision were compared with those which were "pure" indirect supervision.

Phase II: Case Study Methods

In the second phase of the study, we sought to collect more detailed data at a smaller number of institutions concerning the physical environment as well as the behaviors and attitudes of users. Several modes were used for data gathering, including survey instruments, interview formats, and searches of administrative or archival data. Each instrument or method listed below is described in detail in Chapter III.1 and is reproduced in the Attachments.

Administrator Interview. To gain an overview of the institution, learn of the background to the choice of supervision mode and hear the administrators impressions of the degree of operational success of their supervision mode.

Physical Environment Survey. This form recorded the actual physical conditions within the housing unit in two ways: measurement of plans to determine space allocations and on-site observation of the housing units. We recorded data about space allocations functions, configuration, materials, ambient conditions, occupant control and privacy, information and display, staffing and supervision, security systems, and condition and cleanliness.

Behavioral Tracking. Tracking developed a detailed picture of the nature and level of staff-inmate

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
1.1. Introduction and Overview

Page 1.1 - 5

interaction in the housing unit. An observer watches and records each episode of communication or interaction between the **staff** and the inmates or between staff members. The tracking data **were recorded** in one of two ways: with a specially written computer program or manually using a data entry form.

Staff and Inmate Questionnaires. The questionnaires gain data on how these groups perceive and respond to the supervision mode and physical conditions in the housing units. The topics covered in the surveys include perceptions of contact between inmates and staff, safety, vandalism, satisfaction, space provision, crowding and privacy, ambient conditions, control over environment, time spent on various activities, rating of their own health, and respondent demographics. The response format was either multiple choice or a five point, bipolar rating scale. We distributed approximately 150 inmate and 75 staff questionnaires to all "typical" housing units at each site.

Staff and Inmate Interviews. In order to develop a greater depth of understanding of responses to the questions asked in the staff and inmate questionnaires, we interviewed one group of staff and one group of inmates in each institution.

Archival Data. It was our intention to collect "archival" data kept by the institution as a source for sick call rates, incidents, and staff sick leave. Unfortunately, we determined that the quality of the data available from the institutions was not sufficiently comparable to allow us to use it in this study. Therefore, we reluctantly dropped it from our analysis.

Selection of Subject Institutions. Subject institutions for our case studies were selected to create pairings of direct and indirect supervision facilities with otherwise similar attributes. They were also selected to provide interesting examples of variation in design and management style. Our sample was to include six cases: one direct and one indirect supervision jail, and two direct and two indirect supervision prisons. In the event, one additional direct supervision jail was added, for a total of seven. It was difficult to find purely indirect supervision state prisons, and this has caused us a degree of compromise in the "purity" of our findings. The sample is distributed across the U. S. to minimize regional biases. Only medium security male institutions (and general population units within jails) are included. All facilities are relatively new (built within the past ten years) and of recent design models (with modular housing units and inmate rooms rather than linear or with barred cells).

The following sites were selected for case studies:

- Roanoke CI Jail, Virginia
- Pima County Jail, Tucson, Arizona
- Main Detention Facility, Contra Costa County, CA (added to the original sample)
- Ross Correctional Institution, Ohio
- Leiber Correctional Institution, South Carolina
- Riverfront State Prison, New Jersey
- Northern State Prison, New Jersey

OVERVIEW OF FINDINGS AND CONCLUSIONS

Our study has revealed some of the multiple facets of direct supervision. These are summarized below, and treated in more detail in the Findings chapters and the Conclusion section.

What is Direct Supervision? (Or, "Indirect Supervision, By Any Other Name")

Many prisons describe themselves as direct supervision, even though they have enclosed control booths at the housing units with at least some of their staff stationed in them. This makes it difficult to classify prisons and to identify ones that are truly limited to indirect supervision. The indirect supervision prisons in our study

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
1.1. Introduction and Overview

Page I.1 - 6

actually best represented the "hybrid" direct/indirect supervision model, with some aspects of each mode. Jails, by contrast, appear to more closely follow the direct/indirect dichotomy, though some direct supervision jails are provided with enclosed control booths, either because the system committed to direct supervision after plans were finalized, or as a fall back or failsafe measure.

How Is Each Supervision Mode Perceived By Management?

There is a trend toward direct supervision facilities being rated somewhat better than indirect ones. Managers of direct supervision facilities were significantly more likely than managers of indirect facilities to feel that direct supervision was an appropriate design and management form.

In What Ways Do Direct and Indirect Facilities Differ Physically?

The presence of an enclosed control booth at the housing unit characterizes indirect supervision facilities (though this is not a decisive differentiation). We also found that direct supervision facilities are more likely to be 'softer" and more "normalized" and their cells are likely to have more amenities. Sanitation levels, cleanliness and overall condition were not found to differ.

How Critical Is the Built Environment?

An improved **quality of environment** contributes to inmate management and other beneficial outcomes, setting up positive behavioral expectations and norms. Direct supervision administrators rate a quality environment as appropriate and inmates were more favorable toward conditions in the direct supervision facilities. But, it is not clear how "soft" an environment needs to be: at what point the desired expectations are communicated to inmates and staff.

A great deal of effort in correctional facility design has gone into achieving unobstructed **visual observation.** Good visibility was uniformly praised and poor visibility decried where they were perceived to exist. Of course, if staff are not limited to a fixed vantage point from a control booth, the geometry of the unit becomes less important. With staff moving about, the openness of a direct supervision dayroom (if there are not significant blind spots or hidden areas) appears to suffice. Visibility from a fixed control station is all important in indirect supervision facilities.

The provision - or not - of an **enclosed control booth** (which is assumed to be provided at indirect supervision facilities) seems to be quite critical in direct supervision facilities. While many indirect supervision systems appear to believe that the booth is needed for security or as refuge, it is clear from observations and interviews that it is possible to do without it very successfully.

Is One Mode Safer Than The Other For Inmates or Staff?

There is considerable evidence that direct supervision facilities are seen as safer than indirect supervision ones. From our mailout survey, we found that direct supervision administrators rated their facilities as better on variables of safety and reported fewer incidents of violence (at borderline significance levels) than did indirect administrators. Our other data appears to have been distorted by extreme overcrowding at two of the direct facilities. However, when crowding (in the form of double bunking) at the prisons is taken into account, inmates appear to feel considerably safer in direct supervision facilities. The direct supervision facilities were seen by inmates as providing an acceptably quick response (under a minute), while the indirect supervision facilities were felt to have unacceptably long response times (in the 3 to 5 minute range).

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
1.1. Introduction and Overview

Page I.1 - 7

How Do Staff and Inmates Interact in the Two Modes?

Observations of staff-inmate interaction showed that officers in direct supervision facilities do indeed spend their time within the living units, largely in interaction with inmates. In contrast with indirect facilities, direct supervision officers regularly spoke of "stopping problems before they start." Staff, rather than inmates, appear to be in control of direct supervision facilities. Indirect supervision staff spend more time with other staff and correspondingly less time interacting with inmates.

Does **Supervision Mode Have an Impact on Coping With Overcrowding?**

Crowding (occupancy above design or rated capacity) has a negative or distorting effect on the results at direct supervision facilities. The direct supervision housing units we studied were much larger than the indirect supervision and far more over capacity. However, the direct supervision sites seem to hold up fairly well under what in some cases is extreme overcrowding. For some factors, the overcrowded direct supervision facilities are operating as well **as,** and in some cases better than, the indirect supervision facilities. But in some ways, the crowding seems to strike at the foundation of the principles of direct supervision. For example, one sees officers spending more time with other officers and at their desks than the direct supervision model would support. Officers also indicate that they are increasing unfamiliar and out of touch with inmates. Adding extra officers on the living unit as population increases does not fully compensate for dealing with additional inmates. Planned and actual living unit size is a key factor in comparing supervision outcomes, staffing effectiveness, and efficiency.

Are There Differences in Cost Between the Two Modes?

There is evidence from other studies that direct supervision facilities may cost less to build and operate than do indirect ones. Our studies are not conclusive, but suggest that this may be the case.

How Do **Managers Choose a Supervision Model?**

Given the currency of the debate within the corrections field concerning direct supervision (and endorsements from some professional associations), it may be difficult for a correctional system to avoid facing a conscious choice of supervision modes when planning a new facility. With considerable (even if inconclusive) evidence pointing to benefits of direct supervision (and little or no evidence that alternative models are superior), why do some systems select direct supervision while others consider and reject it? Reasons may include the notion that direct supervision facilities are not consonant with some corrections professionals deepest feelings about what a correctional setting should be like. These facilities may be seen as being too nice for inmates, who after all are supposed to be punished. Again, the supervision mode may not represent what some see as being expected of an officer (interaction, communications, inmate management). If the impression of the supervision model runs counter to deeply held feelings or beliefs, it may be rejected no matter how much objective evidence is marshaled on its behalf. Direct supervision requires very considerable change for a system which is operating by indirect supervision and this change may be perceived as unnecessary risk taking by decision makers

Direct Supervision Requires a Commitment to Make it Work

There must be a commitment from top management that direct supervision works and contributes to the organization's mission. Management must believe that it is viable and effective and must make a commitment of resources, manpower, training, public relations, and so forth. An effective classification system to screen inmates and alternative settings for those inmates who cannot succeed in a direct supervision unit are also essential.

There has also been a concern expressed that, with many systems planning new direct supervision facilities,

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
1.1. Introduction and Overview

Page I.1 - 6

one or more will put the officer in the housing unit without the training and the classification of inmates required to make the direct supervision system work. This could lead to a major disaster, such as an officer being killed, which has a unfair negative reflection on direct supervision in general.

We observed some situations in which officers were in direct contact with inmates without the benefit of an explicit management commitment to direct supervision or the kind of training and support which accompanies that philosophy. Under those circumstances, officers were more likely to feel exposed and endangered, and were generally uncomfortable with that level of inmate contact. By contrast, in explicit direct supervision systems, inmate contact was seen as reasonable, natural, and safe.

CONCLUSIONS

To summarize, direct supervision facilities appear to cost less or the same as indirect supervision ones to build and operate, require less or the same level of staffing, and achieve desirable outcomes in terms of meeting their missions, reducing stress, improving safety and security, and so forth. If there is a drawback to direct supervision facilities it is that they may take more effort and commitment to plan, train for, and manage.

On the other hand, and even with the apparent advantages of direct supervision, it must be stated that some of the indirect supervision facilities in our surveys performed quite well in many ways. Well managed, well designed indirect supervision correctional facilities must not be looked down upon, particularly since so many of them are hybrids with partial direct supervision characteristics. Such facilities would appear to fall within an acceptable range in terms of critical outcomes. Thus, while our research shows clearly that direct supervision *does* work and can work very well (especially when crowding is limited), it does not demonstrate that indirect supervision *does not work.*

Two factors could account for the lack of stronger differences in our study. First, the selected direct supervision facilities were uniformly overcrowded and experiencing double bunking at moderate to severe levels. The indirect supervision facilities, by contrast, were largely at capacity, using single bed rooms. The direct supervision facilities were operating at a clear disadvantage. It is very possible that the questionnaire ratings would have been more positive for direct supervision at lower population levels.

Second, an overview of each of the indirect supervision facility case studies suggests that they may be operating well in rather than because of their design and management philosophy. The indirect supervision design and operation seems to clearly make the officers job more difficult, and at times seems to require increased staffing.

Limitations of This Study

Several aspects of, and limitations on, the research methods and approach used here have become clear. We focussed on two main approaches: a broad mailout survey plus relatively few in-depth case studies. It has become obvious that, in spite of our careful attention to selection of case study sites, the results are not (and cannot be) **a** simple comparison of direct versus indirect supervision. Differences in supervision style clearly existed and appeared to have an impact, but facilities also differed in significant ways such as unit size, degree population was over capacity and staff -inmate ratios.

There are other limitations on the generalizability of our findings. We only looked at relatively new, medium security, adult male institutions. Because of the problems of "hybridization" we were only able to have a limited sample of indirect supervision prisons. We have been careful, however, not to compare prisons with jails.

We have also concluded that problems in collecting archival data (sick call, incidents) are serious and inherent. Thus, we rejected the archival data and have not reported on it here. We recommend consideration of a "prospective" study which would collect these data as events occur, rather than relying on historical records.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
1.1. Introduction and Overview

Page I.1 - 9

By contrast, one facet of our study, the behavioral tracking, was particularly effective in revealing differences in supervision effects and outcomes. We recommend that more of this type of data gathering be included in future studies.

PART II: MAILOUT SURVEY

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
II.1. Mailout Survey: Methods

Page II.1 - 1

11.1 MAILOUT SURVEY: METHODS

The first **phase of our research** encompassed a recently completed questionnaire survey sent to a structured sample population of jails and prisons. (See Attachments section for a copy of the questionnaire.)

A draft of the survey questionnaire was distributed to an advisory panel and sponsoring agency for comments. The questionnaire was revised and pre-tested at two jails and two prisons in different parts of the country. The quality of the responses on the pretest were evaluated and, along with specific comments from respondents, used to make further revisions before the final 19 page questionnaire was distributed to the survey sample.

The questionnaire was divided into two sections. The institution's top administrator was instructed to complete the one section, which measured **attitudes** on topics including supervision, safety, security, surveillance, satisfaction with the facility, problems, philosophy, policies, health, condition of the facility, the appropriateness of certain types of finishes and furnishings, and staff duties. Respondents were asked to indicate their subjective reactions on a five point scale. The following illustrate **a** typical questions from this section:

> In general, **direct supervision** allows **better control** over a facility.
> (1) strongly agree (2) agree (3) neutral (4) disagree (5) strongly disagree

> For our type of facility (and inmate) **direct supervision** would needlessly **endanger** custody staff.
> **(5) strongly agree (4)** agree (3) neutral (2) disagree (1) strongly disagree

The second part of the questionnaire was completed by assistant administrators with knowledge of operations **and access to their institution's** records. This section collected **descriptive information** on:

- physical layout and design
- capacity and security breakdown
- cell occupancy and supervision type
- security systems, furnishings, and finishes used in the facility
- policies concerning inmate movement and control over the environment
- age of the facility and any additions
- construction and operating costs
- staff training.

Copies of floor plans and the institution's mission statement were also requested.

In structuring the sample of institutions, the aim was to achieve a high degree of variation on the dimensions of age, size, jurisdiction, security level, and region. We developed a representative sampling plan with a target of 60 to 75 cases. Several sources were used to identify and classify candidate facilities. The 1985 edition of the American Correctional Association Directory was used as a source of potential prisons. A mailing list of jails which had planned new facilities in recent years compiled by the National Institute of Corrections was used as a source of county jails. Two recent censuses conducted by the Bureau of Justice Statistics provided more potential jails and prisons.

Fifty state and federal prisons and 23 jails, including three federal MCCs, were targeted to receive questionnaires. Roughly half of the prisons and jails were direct supervision and the other half indirect supervision. Minimum security institutions were not included because there is little controversy over their use of direct supervision and associated design features. Age was eliminated as a selection criterion due to a lack of initial information on this aspect of the institutions.

Letters requesting participation were sent to the Federal Bureau of Prisons, 24 state departments of corrections, and 20 jails. After following up on recipients who failed to respond to the initial inquiry, a total of

67 questionnaires were sent out (47 to prisons and 20 to jails). A total of 52 completed questionnaires were received (38 from prisons and 14 from jails), a 78% rate of return.

Analytical Procedures

Survey items were provisionally organized into scales based on apparent similarity of content (for example, questions on staff and inmate safety were summed into a scale of institution safety). Then the scale was refined by dropping out those items which were not highly correlated with others in the scale. Scales always read from 1 being better (e.g., safer) to 5 being worse. The neutral point is 3.0. The scales which were used in the analysis are listed in Table 1.

Table II.1-1: Scales Used in Analysis

Scale Name	Number of Items	Content
Safety	5	Inmate and staff safety.
Safe Design	4	Ability to control safety-related behaviors due to design.
Surveillance	4	Ability to survey living areas.
Supervision	5	Appropriateness of direct supervision.
Furniture	9	Appropriateness of furniture types.
Clean	5	Cleanliness and repair.
Satisfaction	7	Satisfaction with the facility.
Problems	6	Problems in the institution.
Discipline	9	Inmate behaviors which lead to disciplinary action.
Staff Health	5	Staff health.
Inmate Health	4	Inmate health.
Accessibility	16	Inmate accessibility to spaces.
Environmental Control	3	Inmate ability to control environmental conditions.
Privacy	3	Inmate privacy.
Programs	-	Number of available inmate programs.
Cell Amenities		Number of amenities available in cells.
Dayroom Amenities		Number of amenities available in dayrooms.
Vandalism	14	Sum of vandalism items.

Reported descriptions of management styles and physical layouts were analyzed and led to the rating of each facility along a five point scale of direct-to-indirect supervision styles. For the purposes of the comparative analysts reported below, those facilities (at opposite ends of the scale) which could be characterized as "pure" direct supervision were compared with those which were "pure" indirect supervision.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
11.2. Mailout Survey: Findings

Page II.2 - 1

II.2 MAILOUT SURVEY: FINDINGS

DESCRIPTION OF FACILITIES IN THIS STUDY

The average age of the surveyed facilities is 20 years, although variability is quite high and not spread evenly among facility types. Facilities which are categorized as either purely direct or purely indirect are quite new, averaging 7 years of age (typically built in 1980). On the other hand, the older facilities (average age approximately 36 years) are neither clearly direct nor clearly indirect supervision.

In terms of **population,** the average rated capacity for the surveyed facilities was 529 beds (again variability is high; SD = 724). Current rated capacity is almost 40% higher than original planned capacity (mean = 717, SD = 702). Average actual current population over the past year is approximately 94% of capacity, or 686 inmates. The overwhelming majority of inmates are males (92%). Most are either being held in pretrial detention (for the jails) or in medium or minimum security (for the prisons).

Overall, the facilities we surveyed considered their primary **goals** to be holding inmates and keeping them away from the public. Providing programs, protecting inmates from harm, and punishing inmates were somewhat lessor, but still important, facility goals.

Facilities of all kinds in this survey reported having **problems** with overcrowding and with conditions of confinement lawsuits. Problems with noise levels, durability of materials, and the ability of the building to support program effectiveness were mentioned less frequently. Fire safety, visibility into the institution from the outside, and personal injury suits were not perceived to be problems.

Overall, most administrators **perceived their institutions** as being safe (mean = 2.1 out of 5) and as having designs which aided them somewhat in providing safety and security (mean = 2.45). Settings were seen as very clean (mean = 1.08), and giving some help in providing surveillance in living areas (mean = 2.61). Inmate health was seen as rather good (mean = 2.35, while staff health was rated more neutral (mean = 2.82). Overall, the administrators indicated a preference for direct supervision styles of management (mean = 2.12). The means for these items are shown graphically in Figure 1. The most important reasons administrators gave for building a new facility were first, that they were under court order to provide new facilities; and second, that there was a pressing need to expand capacity.

Other issues, which were important to a lesser degree, were staff-inmate ratios, mode of inmate movement through the facility, and the ability to keep inmate groups separate. Facility height, connections to other government buildings, centralization of services, and implementation of direct or indirect supervision models were seen as of relatively little importance.

Several items in the questionnaire were designed to elicit information on direct vs. indirect supervision styles at the facility, both in terms of design, operational style and management systems (see Administrators items 19-25,95-99,141-145, 150-158 in the Attachments section.) Unfortunately, responses were, at times, contradictory or inconsistent (particularly with reference to items 141-145 and 150-158). For example, administrators for some institutions would indicate a direct supervision design with no control booth, but indirect supervision management style.

An additional variable was created, therefore, to identify the nature of supervision style at each institution, based on a review of all the above items for each facility. Each facility was rated on a scale of 1 to 5, where 1 represents "pure direct supervision," 2 is "somewhat direct supervision," 3 is "neutral or unclear," 4 is "somewhat indirect supervision," and 5 is "pure indirect supervision." Further comparisons were based on this variable.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
11.2. Mailout Survey: Findings

Page II.2 - 2

DIFFERENCES BETWEEN DIRECT **AND INDIRECT INSTITUTIONS**

While on many items there were no differences between direct and indirect supervision settings, in general there **was** a trend toward direct supervision facilities being rated somewhat better by their administrators. There were no differences between direct and indirect facilities in age, **average** capacity of the facility (522 versus 540) or construction cost per bed ($39,500 versus $41,700).

As one might expect, managers of direct supervision facilities were significantly more likely than managers of indirect facilities to feel that direct supervision was an appropriate design and management form for many or all inmate types. Direct supervision facilities were somewhat (although not statistically significantly) more likely than indirect supervision facilities to use porcelain versus stainless steel toilets, wood versus metal or barred doors, swinging versus sliding doors, and manual versus remote or motor driven locking mechanisms.

Figure II.2-1 : Means For Selected Scales and Items
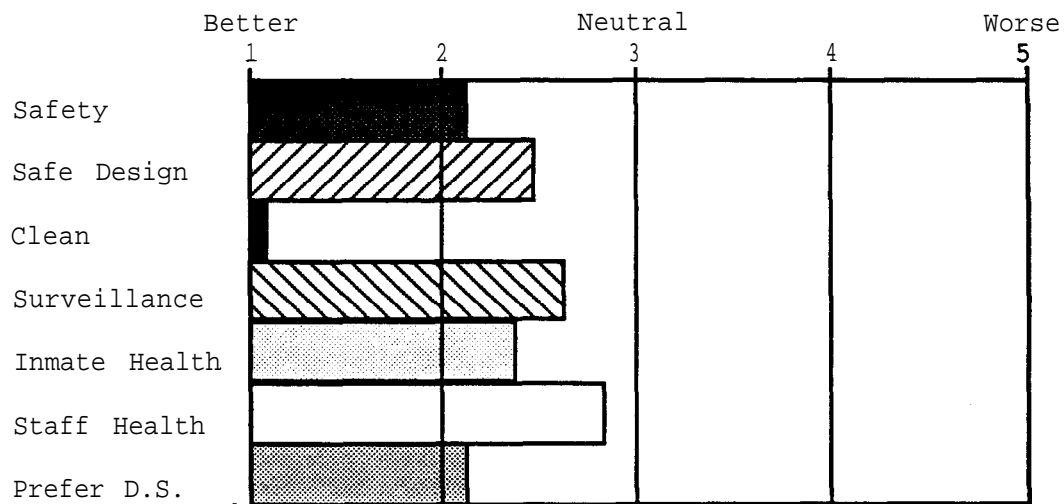
Tests of statistical significance (t-tests) were run comparing mean ratings from those facilities which were categorized as "pure" direct supervision against those with "pure" indirect supervision. All of the scales with statistically significant differences are presented in Table 2, along with their levels of significance.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
11.2. Mailout Survey: Findings

Page II.2 - 3

Table 11.2-I: Scales That Show Significant Differences Between Direct and Indirect Supervision Facilities

| Scale | Scale Means For: | | Statistical Measures: | |
	Direct Supervision Facilities	Indirect Supervision Facilities	t	p<
How safe is this facility[1]	1.68	2.21	-3.15	.01
Ease of surveillance[1]	3.60	2.94	2.03	.05
Appropriateness of direct supervision[1]	3.88	3.01	3.00	.01
Appropriateness of "soft" furniture[1]	2.69	3.47	-2.20	.04
Appropriateness of:				
Movable Furniture[1]	1.90	3.47	-3.13	.01
Upholstered Furniture[1]	2.90	3.94	-1.90	.08
Doors With Bars[1]	2.50	3.75	-2.22	.04
Hollow Metal Doors[1]	4.10	3.06	2.39	.03
Number of cell amenities	14.90	12.63	2.86	.01
Number of violence incidents [2]	12.99	32.04	-1.70	.10

[1] Rating scale is 1 to 5, where "1" means more positive or more appropriate and "5" means more negative or less appropriate.

[2] Incidents occurring over a 12 month period.

Administrators from direct supervision facilities rated their facilities as better on variables of safety and ability to survey the setting than did those from indirect supervision. They were, not surprisingly, more likely to feel that direct supervision was appropriate. They were also more likely to rate "soft," more flexible, and more "normalized" furniture as appropriate for their facility (this scale included items referring to movable furniture, wooden doors, and upholstered furniture, among others. Curiously, they also rated barred doors as more acceptable). Cells in direct supervision facilities were also likely to have more amenities than those in indirect facilities.

Direct supervision facilities reported fewer incidents of violence than did indirect facilities (at borderline significance levels), while indirect facilities reported greater concerns and problems with conditions of confinement lawsuits than did the direct supervision facilities.

Direct supervision facilities were more likely to rate high in facility planning goals of providing a "least harmful setting" and protecting inmates, as well as providing a supportive environment, although they also rated "punishment" as a more important goal.

Limitations of the Data

There are several factors which may potentially distort the interpretation or significance of the data. First, the data comes from a single source - the institution's administration. All **subjective** data represent the opinion of only one individual at the top of the administrative chain. This administrator may be less in touch with living unit conditions than line staff would be. Moreover, the administrator may be inclined, intentionally or otherwise, to present his/her institution in the best light, reducing negative reporting.

Even for **"objective"** data, there is, unfortunately, no reason to expect uniformity in the way in which data are gathered and reported in different institutions. On one level, some institutions may simply have better record keeping procedures than others and be more accurate in reporting variables such as staff sick days or vandalism. At a more basic level, the management approach which defines, for example, the nature of a

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
11.2. Mailout Survey: Findings

Page II.2 - 4

reportable incident can vary widely.

Another problem for interpretation is the preponderance of federal facilities (especially prisons) in the direct supervision sample. There is a possibility that our responses represent federal-versus-local differences, rather than direct-versus-indirect differences. A closer inspection of the data does not completely resolve this difference. For example on the variable of reported incidents, the few non-federal direct supervision institutions do not have a lower level of incidents than the indirect ones (though this is attributable to a very high level of incidents in one facility; the other direct supervision jails have rates much lower than the comparable indirect supervision jails). Clearly there is a need to add more non-federal direct supervision facilities to our sample.

DISCUSSION

Overall, administrators rated their facilities positively. They seemed to see their settings as serviceable and operating reasonably well. Staff and inmate problems were not seen as extraordinary. Most of these new facilities were built under pressure of court mandates and/or pressure of overcrowding. They were built with an eye on providing secure settings which provide ample ability to separate inmate populations and reduce interior movement.

Some potential differences among settings may be muted in this survey by a possible tendency of administrators to present their facilities (and themselves) in the best possible light. Nevertheless, there were several important areas in which direct supervision facilities performed significantly better than indirect facilities (such as in rated safety and actual number of reported incidents of violence).

PART III: CASE STUDIES

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.1 Case Study Methods

Page III.1 - 1

III.1 CASE STUDY METHODS

INTRODUCTION

The survey conducted in the first phase measured administrators attitudes and collected descriptive information from a large sample of institutions. In the second phase of the study, we sought to collect more detailed data at a smaller number of institutions concerning the physical environment as well as the behaviors and attitudes of users. In every case, we wished to uncover the linkages between the mode of supervision (direct or indirect) and the physical environment. Thus, data were collected on issues such as safety, security, user control, quality and frequency of interactions, health, maintenance, and so forth.

Several modes were used for data gathering, including survey instruments, interview formats, and searches of administrative or archival data.

Each instrument or method is listed below and described in some detail in subsequent sections. Each instrument is also reproduced in the Attachments.

- Administrator Interview
- Physical Environment Survey
- Staff and Inmate Questionnaires
- Staff and Inmate Interviews
- Behavioral Tracking
- Archival Data (incident reports, inmate sick calls, staff sick hours)

For all data gathering activities, this study has been limited to the housing areas only and to male medium secure institutions or units.

Administrator Interview

The purpose of the administrator interview is to gain an overview of the institution, learn of the background to the choice of supervision mode and hear the administrators impressions of the degree of operational success of their supervision mode. Given the relatively unstructured nature of the interview, no special protocol was prepared for it. No formal analysis was attempted of the information gained in these interviews.

Physical Environment Survey

Given the focus of this project on the design correlates of inmate supervision, it was essential to record the actual physical conditions within the housing unit. This was done in two ways: measurement of plans to determine space allocations and on-site observation of the housing units themselves. Since supervision mode is dominant in the housing units, that was the only part of each institution to be surveyed.

The physical environment survey (PES) form was developed largely as a combination of the salient items from a previous study (the NIC-sponsored "Evaluation of Correctional Environments") and the physical description items from the mailout survey done in the first phase of the present study. The form was pretested for **ease** of use and effective coverage of required items.

The PES contains questions covering the following topics. Most data were gathered for both dayrooms and sleeping rooms/cells

- space allocations, numbers of cells/rooms

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.1 **Case** Study Methods

Page III.1 - 2

- functions accommodated at the housing unit
- unit configuration
- facilities and materials
- ambient conditions
- degrees of inmate and staff control and privacy
- opportunities for information and display
- description of staffing, supervision and degree of enclosure of the staff spaces
- security systems hardware
- ratings of condition and cleanliness

In administering the PES, one or more forms would be completed, depending on the degree of variation in design (or condition) among housing units. If all units were essentially identical, only one form would be completed for an institution. If housing units varied, a form would be prepared for a representative of each type of unit.

Responses from each institution were summarized and displayed in a two-by-two matrix (institution type by supervision type). Results are described in a subsequent chapter.

Staff and Inmate Questionnaires

The purpose of the staff and inmate questionnaires was to gain data on how these groups perceive and respond to the supervision mode and physical conditions in the housing units.

The topics covered in the surveys correspond to the subjects identified in our hypotheses. They include:

- contact between inmates and staff (frequency, ease, and quality of contacts)
- safety (level of danger versus safety, frequency of violence and assault, staff response time)
- vandalism
- level of satisfaction with facilities
- level of perceived space provision
- degrees of perceived crowding and privacy
- ratings of ambient conditions (lighting, sound, cleanliness)
- perceived level of control over environment
- description of time spent on various activities
- rating of their own health (12 items were taken from a widely used and validated scale, the Hopkins Symptom Checklist SCL-90. We used the somatization scale, which has been used by other environment and behavior researchers under related circumstances. Reference: Leonard Ft. Derogatis, et. al., "The Hopkins Symptom Checklist (HSCL): A Sell-Report Symptom Inventory," *Behavioral Science,* Volume 19k, 1974, pp. 1-15).
- individual demographics (sex, age, education, etc.)

The response format was either multiple choice or a five point, bipolar rating scale with both poles labeled and the middle identified as neutral. A few questions required yes-no responses. Here is a sample of a five point response format item:

	Almost Never		**Neutral**		**Very Often**
How **often do inmates talk** with officers?	[1]	[21	[3]	[4]	[5]

Depending on the size of the institution, we distributed approximately 150 inmate and 75 staff questionnaires (fewer if the pool of appropriate staff was smaller than 75). These would be distributed to all "typical" housing units (avoiding special programs, populations or physical conditions). Only staff assigned to

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.1 Case Study Methods

Page III.1 - 3

housing units were asked to complete the form. A variety of means was used to distribute **inmate and staff** questionnaires, but in each case every effort was made to ensure either a 100% or a random distribution. Our target was a 50% return rate, but in many cases was much higher. Inmate surveys were distributed and collected at the housing units. Staff surveys were distributed and collected either at the housing unit or during shift change at a central location. It was made clear at distribution that no subject was required to complete the form. Since the form was only available in an English language version, non-English speakers were excluded from the survey (there were considerable numbers of these among inmates in at least one of the subject institutions). This also applies to the interviews described in the next paragraph.

Survey responses were coded and computer analyzed, largely as means or frequencies. More sophisticated analyses are described in the Findings chapters.

Staff and Inmate Interviews

In order to develop a greater depth of understanding of responses to the questions asked in the staff and inmate questionnaires, we conducted interviews with each type of respondent. These were carried out in small groups (with one exception where security concerns lead an institution to require individual inmate interviews). The reasons for interviewing in groups was so that individuals could respond to and amplify on other's answers and so that we could tap a reasonably large and diverse number of respondents in a short time.

Each interview was begun by giving a short general introduction to the project (without identifying our interest in direct or indirect supervision). We then asked a series of questions from the interview schedule. The questions covered the same topics in the inmate and staff surveys, giving respondents the opportunity to amplify on their responses. Each lead-in question was accompanied by more detailed follow-ups, for use in case they were needed to keep the discussion flowing. The interviewer made an effort to encourage each member of the group to participate and to keep individuals from dominating the discussion.

One group of staff and one group of inmates was interviewed in each institution. Groups consisted of from about five to about ten subjects. Interviews were generally conducted in or near the housing unit.

Interviews were transcribed as paraphrased responses to each question; results are summarized in the Findings chapter, while the transcriptions can be reviewed in the Attachments.

Behavioral Tracking

The purpose of behavioral tracking was to develop a more detailed picture of the nature and level of staff-inmate interaction entailed by each mode of supervision. Tracking is accomplished by an observer stationed inside the housing unit, with a clear view of the staff member(s) present. The observer watches and records each episode of communication or interaction between the staff and the inmates or between staff members.

Tracking at each institution was carried out in one to two hour sessions held at different times of the day and evening. Generally, one or two housing units were selected for tracking and a total of four to eight hours of tracking were completed.

The tracking data were recorded in one of two ways. At most institutions, a specially written computer program was used ("BTRACK" which runs on a Tandy 102 portable laptop computer). The program treats each interaction episode as a unit and prompts the observer to enter the start time, a code for the location, a code for the nature of the interaction, a code for the quality of the interaction (on a five point scale from friendly to hostile), and the end time. Where the program was not used, the same data were recorded

manually.

Given the fact that several observers collected this data (and that it was impossible for them to meet in one location), an effort was made to achieve inter-rater reliability through preliminary discussion of which behaviors would be categorized into which categories.

The tracking data were analyzed by developing descriptive statistics on frequency and duration of various types of interactions per person or per unit of time.

Archival Data

It was our intention to collect so-called "archival" data kept by the institution as a source concerning sick call rates, incidents, and staff sick leave. Each of these is a general indicator of outcomes which might be related to mode of supervision and/or physical conditions. While no particular forms were developed, we sought to obtain uniform data for a uniform period of time. This turned out to be particularly difficult for these types of data, since each institution (or system) has its own ways of categorizing the behaviors that contribute to these outcomes. They also have divergent policies for dealing with them. For example, what might be considered a serious incident at one institution could be completely ignored in another. Levels of health care services offered and the ways in which they are proffered can also affect the degree to which inmates request attention. In any case, we have attempted to obtain the following types of data:

- ·   number of incident reports
- •   number of inmate sick calls
- ·   staff sick hours

Unfortunately, we determined that the quality of the data available from the institutions was not sufficiently comparable to allow us to use it in this study. Therefore, we have reluctantly dropped it from our analysis.

SELECTION OF SUBJECT INSTITUTIONS

Selection Criteria

Subject institutions for our case studies were selected to create pairings of direct and indirect supervision facilities with otherwise similar attributes. Our sample was to include six cases: one direct and one indirect supervision jail, and two direct and two indirect supervision prisons (note that, in the event, one additional direct supervision jail was added). Case study sites were to be drawn from among the institutions surveyed during the first phase of the project so that data would be available for analysis (or could be gathered later).

The following criteria were used to evaluate candidates for use in the case studies:

- •   **Sampling:** We originally intended to draw case study sites from our sample for the mailout survey. A variety of factors made it necessary to look outside our original sample for some sites. The difficulty of securing departmental approval was a major factor. Additionally, it was difficult to find purely indirect supervision state prisons.

- •   **Supervision type: As mentioned in Part II, it was often difficult to classify institutions as purely** representing one supervision type or the other. Most of the facilities we surveyed have some combination of attributes commonly associated with both supervision types. We attempted to identify sites with a predominance of characteristics related to one supervision type or the other.
- •   **State and local operation:** We avoided using federal institutions for our case studies because there were concerns that comparing state and federal institutions posed a threat to the validity of the

National institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.1 Case Study Methods

Page III.1 - 5

study. Type of inmate or overall management of the system, rather than supervision differences, could present a rival explanation for any significant results.

- **Geographic distribution:** We attempted to divide our case study sample equally between the eastern and western continental United States, both to minimize regional biases as well as for the convenience of our research team. However, we found it difficult to find appropriate direct supervision state prisons in the western United States and were forced to select our examples of **direct** supervision prisons from the east.

- **Jails and prisons:** Roth jails and prisons were included in our sample **to reinforce external validity.** The populations of each are under very different circumstances. Jail inmates are often regarded as more volatile while prison populations are more stable and have less turnover. We included both settings to demonstrate the applicability of results to jails as well as prisons. However, we did not directly compare the jails and prisons.

- **Security level:** As with the mailout survey, only medium security institutions (and general population units within jails) were considered due to the lack of controversy over using direct supervision in a minimum security setting.

- Size: The rated capacity of each pairing was matched as closely as possible to control for facility size.

  Age and design: All facilities were to be relatively new (built within the past ten years) and of recent design models (with modular housing units and inmate rooms rather than linear or with barred cells).

- **Configuration/operation:** Given the limited number of sites, we selected facilities based, in part, on their design and operational style. In this respect, we were looking at settings which represented important prototypes or interesting variations in design and operation. For example, Roanoke City Jail represented an interesting extreme in being a well programmed and staffed facility which also was an clear example of indirect/intermittent supervision. Riverfront State Prison and Northern State Prison represented hybrid direct/indirect supervision designs and, as such, offered the potential to study the effects on operations of relatively small variations in design.

- **Cooperation:** Willingness to participate in this project (not all of the initially selected facilities were willing to be case studies) .

Selected sites

The following sites were selected for case studies. Abbreviations in parenthesis are used in subsequent **chapters to identify findings for each institution.**

- **Roanoke City Jail** (RCJ). An indirect supervision, locally operated, presentenced jail in Virginia.

- **Pima County Jail** (PIMA). A 468 bed presentenced jail run by direct supervision in Tucson, Arizona.

- **Ross Correctional Institution (CHIL). A 1,360 bed state prison in Chillicothe, Ohio. The facility** not only uses direct supervision, but unit management as well.

- **Leiber Correctional Institution** (LCI). A direct supervision state prison in South Carolina.

- **Northern State Prison** (NSP). An indirect supervision state prison in Newark, New Jersey.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.1 Case Study Methods

Page III.1 - 6

·   **Riverfront State Prison** (RSP). A hybrid direct supervision state prison in Camden, New Jersey,
Its housing units are physically identical to NSP with the exception of the staff station, which is an
open counter at RSP (compared to an enclosed booth at NSP).

·   **Main Detention Facility, Contra Costa County, CA (CCC).** The first county jail to adopt direct
supervision, this is a 366 bed facility operating at about double its intended capacity. While not part of
our original sample, it became possible to include it through cooperation with another research team.

The subsequent chapters in Part III report on findings from the survey methods described above.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 1

III.2 OVERVIEW OF CASE STUDY SITES

This chapter presents an overview of each of the case study sites. Two are county jails while tour are prisons. One jail and two prisons are operated on each of the two supervision models.

The institutions are:

Jails:
- Main Detention Facility, Contra Costa, CA (direct supervision)
- Pima County, AZ (direct supervision)
- Roanoke, VA (indirect supervision)

Prisons:
- Ross Correctional Institution, OH (direct supervision)
- Lieber Correctional Institution, SC (direct supervision)
- Riverfront State Prison, Newark, NJ (direct/hybrid supervision)
- Northern State Prison, Camden, NJ (indirect supervision)

Each institution is described below.

MAIN DETENTION FACILITY, CONTRA COSTA, CA

Overview of Visit

The visit was conducted by Craig Zimring and Pat Kaya (from the architect's office) on August 10-11, and December 12-13, 1988. Each session involved interviews with staff, administrators and inmates and observation of activity on the modules. Records were made available to the evaluation team by the facility administration and the Contra Costa County Sheriffs Department. Questionnaires were distributed to inmates and staff on December 1, 1988 by Bill Frazier, Director of Inmate Industries. 28 staff surveys were distributed (to all housing unit staff) and 28 collected (100% response rate). These questionnaires represented all deputies with direct supervision responsibilities on four male general population units and one female population unit; 20-25 inmates per unit. 128 eight inmate surveys were distributed (to inmates on all housing units) and 103 were collected (80% response rate).

Type of Institution and Management Style

Contra Costa Main Detention Facility is a county jail. It is operated on the direct supervision concept. Intended for pretrial and short term convicted inmates with stays ranging from one day to three years.

Population

The total design **capacity** of the Contra Costa Main Detention Facility is 386 inmates. On August 10, 1988 the facility had a population of 830 inmates (representing 215% capacity).

Physical Description of Institution and Housing Units

Contra Costa Main Detention Facility opened in January, 1981 and is a compact, four-story concrete building on a 7.5 acre site in downtown Martinez, CA. It is adjacent to the county courthouse complex and to a prosperous residential neighborhood. The facility contains pretrial and short-term sentenced inmates in nine self-contained modules designed with the objective to restrict prisoner movement. Each unit contains 45

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 2

cells around a central two story dayroom with an adjacent outdoor recreation area, contact and non- contact visiting. The original intention of the design was to provide alternative locii of activity on the main floor and the mezzanine floor. However, the small mezzanine lounges are mostly tilled with bedrolls and bunk beds due to overcrowding. In the current arrangement there are two TV sets on the main floor and a third on the mezzanine. There are 8 inmate telephones on the main floor with modest acoustic isolation from the TV. With up to 130 inmates, it appears quite difficult to talk on the phone in a normal tone of voice. The overall feeling of the housing unit is like a tough rehabilitation program - more institutional than correctional in appearance. The walls are sheet rock painted in muted earth tones and the eight year old carpeting is clean and in relatively good condition. The chrome and vinyl institutional furniture and plush sofas are also in good condition and allow quick rearrangement of the dayroom. After the facility was completed, a stand-up deputy station was added near the main entry to each module. The deputy station allows deputies easy access to intercoms and telephones but, because of the irregular shape of the housing unit, does not allow direct visual observation of all cell doors, showers, or dayrooms spaces. Inmates have access to an indoor universal weight machine in the dayroom and to a concrete outdoor exercise yard. The weight machine is a significant source of noise but gets very heavy use.

Staffing, Operation and Supervision of Housing Units

The original staffing plan called for one deputy on each unit. When the inmate census exceeded 85, a second deputy was added for each unit for the day and evening shifts. The deputies generally are quite young and are of equal rank: that is, most deputies are on their first rotation out of the academy and are gaining seniority so that they can serve on patrol. Deputies estimated that they knew 80% inmates in their module by face and perhaps 50% by name. Because of the high volume of traffic in and out of the units (visitors, attorneys, volunteers, library workers, teachers, etc.) a large amount of deputy time was devoted to monitoring traffic. The deputies appear to spend much of their time dealing with administrative matters at the deputy station and most interactions with inmates appear to be fairly brief and businesslike.

Special Programs

Every housing unit has a fairly high level of programming including education, pastoral meetings, librarian visits, counseling and other activities. The director of inmate services estimated that on any given day 50% of inmates are involved in some activity on their housing unit. The original design did not consider this high level of activity and with overcrowding scheduling of activities and visits has become difficult.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of **Case** Study Sites

Page III.2 - 3

PIMA COUNTY MAIN JAIL, TUCSON, ARIZONA

Overview of Visit

The visit was conducted by Greg Barker on October 6 and 7,1988 (assisted by John Heatherington, a doctoral candidate in environmental psychology from the University of Arizona at Tucson). Weather was clear and unseasonably warm, with daytime temperatures in the 90's. All research tasks were completed within the two day visit. Seventy-five staff surveys were distributed to housing unit staff on all three shifts and 31 collected. One hundred fifty inmate surveys were distributed (to inmates on all housing units) and 80 collected.

Type of Institution and Management Style

Pima County Main Jail is a medium security jail housing up to 540 inmates. It is operated on the direct supervision concept.

Population

The total capacity at the Main Jail is 468 inmates. The actual population can climb **as** high as 540 (recent average daily population has been about 350). Racial distribution is predominantly white with a proportion of Hispanics (25-30%) and few blacks.

Physical Description of Institution

The Main Jail is a four story building with housing units on the top three floors. The ground floor has an intake pod; central control; off ices; a fenced recreation yard; and all services such as visiting, kitchen, and library. The housing units in the Main Jail are organized into pods of 36 inmates each. There are four pods each around a control station on the second through fourth floors. It has been operational since June of 1984. The overall level of quality is good but quite hard, as the facility was originally conceived to be run using indirect supervision.

Physical Description of Housing Units

Each floor contains four pods. Each pod has single occupancy rooms on two levels around a central dayroom. Each pod has security glass windows at two corners looking onto exterior emergency exit vestibules. The pods were highly uniform, with cleanliness and wear on the carpet being the most noticeable differences between units.

The **correctional officer's station** is a desk located next to the unit entrance. There are no physical barriers keeping inmates from approaching the station. From the station, the officer can see most of the housing unit, with the exception of the mezzanine level directly to the sides of the desk. There is additionally a floor control station that has some visual contact with the dayroom through windows behind the unit officer's desk.

Other spaces include: Accessible from the dayroom are showers (two per level), a drinking fountain, a coffee run, two charge telephones, a direct line to the public defender's office, and one bulletin board. Televisions are located in the two tar comers from the entrance. Within the dayroom are six tables and about **38** seats.

Materials tend to be hard, reflecting the fact that the facility was intended to be indirect supervision originally. The dayroom is carpeted in the center, with sealed concrete along the circulation path in front of

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - **4**

the inmate rooms. Walls are painted concrete block. The light is mostly artificial. The dayroom only has windows adjacent to the emergency egress vestibules at two comers.

Inmate cells are about 70 square feet each. Each has a fixed steel bunk, a stainless steel toilet/sink unit, steel desk with attached stool. Each has a narrow vertical window, one inmate controlled light and one controlled from the floor station. Inmate rooms have metal doors with a security glass view panel that are left unlocked expect during specified lock-downs.

Staffing, Operation and Supervision of Housing Units

Day shift unit staffing is:

> 1 correctional officer per pod (1:36).
> 1 control officer per floor (1:144).

> The total staffing ratio is about 1 staff per 28.8 inmates.

Total institution staffing is 294 security staff for about 540 inmates = 1:1.8.

In terms of inmate supervision, Pima County Jail is predominantly direct supervision. Pod officers are primarily responsible for the housing units. Officers in the floor control booths are responsible for operating the doors to the housing units and providing back-up surveillance for the housing unit officers.

The frequency of interaction between officers and inmates varies with the temperament of the officer, but all officers are approachable to the inmates. Some officers engage in casual conversation more than others, but all maintain a policy not to discuss their personal lives with the inmates. All officers are required to check the entire unit on 15 minute intervals, but some move among the inmates more frequently.

Special Programs

Amity, Inc., a non-profit organization, provides a drug treatment program in the general population pods. Most other special programs are provided at the Medium Security Addition.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 5

ROANOKE CITY JAIL, ROANOKE, VIRGINIA

Overview of visit

The visit was conducted by Richard Wener (assisted by Robert Evans) on August 15, 1988. Weather was nominal for summer in Virginia, 80 degrees and fair (the air conditioning worked well inside the building). 50 surveys were distributed and 28 completed; 100 inmate surveys were distributed and 73 were completed. Because inmate surveys could only be completed by small groups (six or seven) at one time, the survey process was continued over several days.

Type of Institution and Management Style

Roanoke City Jail (RCJ) is a city jail used for pretrial and short term sentenced detention. It is operated on the indirect supervision housing concept, with intermittent staff observation of inmate living areas.

The total rated capacity is 236 inmates. Actual current population was 241 inmates. Average daily population for the first six months of 1988 was 245 inmates. Racial distribution is approximately 65% black and 35% white inmates.

Physical Description of institution

RCJ is a highrise facility. Housing units are building floors, each containing consists of 8 pods of 7 to 10 inmates per pod. It has been operational since June, 1979. The overall quality of construction and fixtures is good.

Physical Description of Housing Units

Two pods sit side by side in each corner of the square building. The officers have **a** viewing station in the hall at the pod entrances. Through glass doors and panels at that station that they can see into **each of those two** pods, and speak to inmates. The viewing station contains a control panel from which lights, doors and intercoms can be operated.

CO station is in the center of the floor. From the station the officers have visual **access to** the halls beyond two pod corners, and can see into the gymnasium. The station is not connected to or adjacent to **any pod.** Inmates cannot approach the station but can speak to it via an intercom in the pod dayroom.

Officers tour to the four corner areas regularly. Inmates can approach the glass door at unit entrance to speak to the officers. They can talk through the door, or directly when the officer 'cracks' open the door. The officer can see almost all areas of the pod from the pod viewing station.

The pod consists of two floors of rooms surrounding an open day space. Rooms are 66.5 sf and contain a bed, desk, chair, shelf, window, sink and water fountain. In the dayrooms are several tables and chairs, bolted securely to the floor, one tv and one telephone. Connected to the day area is an open bathroom with one toilet and two showers. A glass viewing panel provides visual access from the bathroom to the staff viewing station.

While there are no bulletin boards in the unit, staff post notices on glass panels with tape. Inmates can place pictures in rooms, but are not supposed to tape them on the wall (although many do). The dayroom and each bedroom have outside windows, although the level of natural lighting is tow. Materials are largely concrete and steel. Room doors are swinging metal doors or, in several recently added pods, sliding metal bar doors.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 6

Staffing, Operations and Supervision of Housing Units

Day shift unit staffing is: 3 (average) correctional officers for 56 to 80 inmates (1:18 to 1:26). At least one officer staffs the station while others tour the pods. Since RCJ does not use a unit management system, case workers can counselors are assigned institution wide.

Overall unit staffing is:

Total institutional staffing is 81 for 241 inmates or 1:2.9.
Total number of correctional officers is 52, or 1:46.

Summary

Staff and management at RCJ appear to be quite professional and are proud of running an efficient institution, but they are severely handicapped by the nature of the physical plant. Aside from issues of direct supervision, the layout makes it difficult for officers to be in touch with problems on the living units. They are in proximity of units intermittently and for limited periods of time.

Staffing has recently increased from two to three officers per day shift to compensate for these problems, which is an expensive solution to design handicaps. At least four day shift officers would be required to have continuous supervision of all pods - more if the station is staffed. Even if this level of staffing was achieved, officers would still be separated from inmates, and relying upon visual surveillance for security. That the jail operates as well as it does may be due to the combination of very small (if uneconomical) pods and professional management.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 7

ROSS CORRECTIONAL INSTITUTION, CHILLICOTHE, OHIO

Overview of Visit

The visit was conducted by Jay Farbstein on November 8 and 9, 1988 (assisted by Julia Hamilton on November 8). Weather was clear and cool. All research tasks were completed within the two day visit. 75 staff surveys were distributed (to all housing unit staff) and 47 collected. 150 inmate surveys were distributed (to inmates on all housing units) and 124 collected.

Type of Institution and Management Style

Ross Correctional Institution (CHIL) is a medium security prison housing male inmates. It is operated on the direct supervision, unit management concept.

Population

The total capacity at CHIL is 1,360 inmates (plus an additional 200 lower security beds outside the perimeter). The actual population is close to the capacity (recent average daily population has been about 1325). However, the capacity is 360 beds over its initially designed level of 1,000 single cells. This was achieved by adding bunks to about 40% of the single cells. Racial distribution is approximately 52% white and 48% black (with a handful of others).

Physical Description of Institution

CHIL is a rather spacious campus plan with all low rise (one and two story) buildings. It is subdivided into four 340 bed housing units and also has a full complement of ancillary facilities. The housing units consist of two separate buildings, each one of which contains 170 beds, further subdivided into two 85 bed pods. It is a very new facility, having been operational since March of 1987. The overall level of quality is quite high, with attention to materials and detailing.

Physical Description of Housing Units

Each housing building contains two pods joined by an area with staff offices (for correctional counselors, the unit manager (one per two buildings), and a secretary). Each pod consists of a large triangular dayroom ringed on two levels by inmate rooms and support spaces.

The **correctional officer's station** is on the main floor and consists of an open podium (with a locked cabinet containing door controls). There are no physical barriers keeping inmates from approaching the station though, in some housing pods, there is a line on the floor near the podium which inmates are not supposed to cross (but appear to do so without sanction). From the podium, the officer can see many parts of the housing unit (but not the upper level cell doors which are behind the podium, and not the phone area). Near the podium is an office for the pods case manager. This has a window which allows the case manager to see some areas of the dayroom.

Other spaces include: two television viewing rooms, an inmate office, a laundry room, and a law library (one per building). Accessible from the dayroom are showers (four per level), a drinking fountain (with a sometimes operable hot water feature), and ice machine, one telephone, and a number of bulletin boards. Within the dayroom are recreation equipment (usually a pool table, with perhaps also ping pong and/or football), four to six tables and about 16 seats (plus those in the TV areas). Inmates have access to these facilities at all times other than periodic lockdowns for counts. They are also free to leave the housing unit

National Institute of Corrections
Evaluation of Direct Versus indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 8

during the daytime (which keeps down the population of the housing units).

Materials are "normalized" but generally rather hard (painted concrete or stucco, vinyl tile flooring, acoustic ceiling). Each unit has accents (doors, stairs and a color band) of one of two color schemes (either peach or blue and violet). The light is very satisfactory (on a sunny day) with considerable windows, skylights and 'borrowed" light from activity spaces.

Both single and double bunked inmate **cells** are about 65 square feet each. Each has one or two bunks, a porcelain toilet and sink, one desk, one chair, shelves, a locker and a set of drawers, power and cable TV outlets. Each has an openable window, inmate controlled light, and a door that is locked with a key provided to the inmates (as well as an electronic override).

Staffing, Operation and Supervision of Housing Units

Day shift unit staffing is:

    4 correctional officer per unit or one per pod (1:85). But one C.O. often has to leave the unit
        to supervise meals or other activities.
    2 case managers per unit (1:170) (or 1/2 per pod).
    2 correctional counselors per unit (1:170)
    1 unit manager per unit (1:340)

    9 total staff (9:340 or about 1:38)

Overall total unit staffing is:

    8 correctional officer per unit or one per pod (1:85)
    2 case managers per unit (1:170)
    2 correctional counselors per unit (1:170)
    1 unit manager per unit (1:340)

    13 total staff (13:340 or about 1:26)

Total institution staffing is 350 for about 1,600 inmates (includes outside unit of 200) = 1:4.6.

Unit staff roles and responsibilities are:

- Correctional Officer: immediate supervision of inmates, security, cell checks, etc.
- Correctional Counselors: are security staff; supervise C.0.s; handle everyday housekeeping needs (cell moves, clothes, cleaning). Serve on committees (see case managers).
- Case Managers: social work; counseling, referrals (e.g., to programs of for psychiatric services); convene unit committees for job assignments, classification, risk assessment for parole, etc.
- Unit Manager: overall supervision of unit staff; highest decentralized authority for resolution of problems or disputes.

In terms of inmate supervision, CHIL is a textbook example of direct supervision. Officers are effective in managing their units. They communicate frequently with inmates and most interactions are professional in quality. Officers regularly move away from their stations to supervise activities or to observe in other areas of the housing module. Because staffing is limited, there are many times when there is no correctional officer in the module. Sometimes there is no housing unit staff present. This can be problematical in terms of effectiveness.

Special Programs

Special programs are offered in some housing units (note that we did not observe or do interviews on these units, though we did distribute surveys). Units 1 & 2 offer an "AIMS" program which separates "heavier" **actors into one** pod (2A), lighter into another (1 A), and moderate into two others (1 B and 2B). Pod 8B: has a Phoenix drug rehabilitation program.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 10

LIEBER CORRECTIONAL INSTITUTION, SOUTH CAROLINA

Overview of Visit

The site visit was conducted by Richard Wener (assisted by Mary Beth Craig) on November 28 and 29, 1988. Ms. Craig returned several additional times to completed archival and interview data collection. Weather at the visit dates was 50 degrees and clear. One hundred fifty inmate surveys were distributed and ninety two completed surveys were collected. One hundred staff surveys were distributed and seventy eight completed surveys were collected.

Lieber Correctional Institution(LCI) is a correctional institution housing mostly (87%) medium security inmates, with some (10%) maximum security inmates. Only medium security units were surveyed for this study. LCI uses the direct supervision model. Correctional officers are located directly on living units, and there are no closed, locked officer control stations in the living areas. LCI uses a unit management system.

Population

The total rated capacity is 696 inmates. Current average population is 1000. Racial distribution is approximately 70% black and 30% white.

Physical Description of the Institution

LCI is a campus style facility. Housing units consist of two two-story housing units. Each unit has a unit management team and officers. LCI has been operation since 1985. Over quality of the physical plant and maintenance is excellent.

Physical Description of the Housing Units

Each housing unit or wing consists of 126 rooms, with 52% having 2 beds, for a total wing population of 192. While officers have no restricted station, they do have a designated desk near the wing entrance. This desk can easily be approached by inmates. From the station officers can see into the living area, but they must tour the wing to see rooms and upper floors (officers complain about hidden areas on the wings).

The wing has a large central bay (called the 'rock') which is empty of furniture or equipment. The bay is surrounded by several levels of rooms. Each wing has clocks and bulletin boards upon which inmate notices can be posted. Activity is not conducted on the bay. There are two lounges - one on each floor. One serves as a television room, the other for cards, reading, etc.

Each floor has a closed telephone room contain three phones (2 local and 1 long distance). Wings also contain laundry rooms a unit manager off ice and several counselor off ices. Recreation is off the unit.

Materials are mostly concrete and metal, although furniture is movable and light. The wing space is large and acoustically poor. The dayroom has high clerestory windows which offer filtered light and no view.

Inmate cells are about 73 sf. They have 1 or 2 bunks, a toilet, sink, desk, chair, shelves, locker, power outlet, ceiling light and barred window. Windows face an internal courtyard and can be opened by the inmate. Inmates have room keys with which to let themselves in. The space is adequate for one inmate but small for 2 inmates.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 11

Staffing, Operation and Supervision of Housing Units

Day shift staffing is:
   3 correctional officers per unit (one per wing and *one* 'roamer' (1:70). Functionally one officer is in charge of each wing of up to 110 inmates.
   1 case manager (1 per wing)
   1 unit manager
   1 counselor
   1 administrative assistant
   7 total staff per unit (7:192 or about 1:27)

Overall unit staffing is:
   8 correctional officers per unit
   2 case manager (1 per wing)
   2 unit manager
   2 counselor
   2 administrative assistant
   16 total staff per unit (18:192 or about 1:10.7)

LCI is a classic direct supervision facility. Officers are in and among inmates. Inmates can move freely among spaces and out of doors, until after dinner, when they must remain in the living unit. The space is large, barren and noisy, but seems clean and quite well kept.

Both staff and inmates suggest that the main problem is the overcrowding. Not only does the crowding reduce the use of the room for privacy, but a major strain appears on other facilities. Most commonly sited were the problems in dining and with phones. Long waits for the dining area are a source of frustration for inmates. Both inmates and officers cited a recent incident in which an officer and inmate aftercation in the meal line almost erupted into a large problem. A number suggested that a significant problems ("riot") could occur because of this situation.

Several inmates and staff also indicated that the crowding has reduced the safety and security in the facility. Many feel that weapons are prevalent, and that assaults, and sexual assaults occur. For these reasons, officers were tempered in their assessment of staff and inmate safety.

In spite of these conditions, direct supervision seems to be working, although in a less than optimal fashion. Officers talk frequently and casually with inmates, as do other unit staff. Officers do not appear to feel restrained from going anywhere on the living unit.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 12

RIVERFRONT STATE PRISON, CAMDEN, NEW JERSEY

Overview of Visit

This visit was conducted by Richard Wener (assisted by Faith Liebman *and Bonnie Scott)* on November 15 and 16, 1988. Weather was cool (35 degrees), with light rain. 100 inmate surveys were distributed and 70 completed surveys were collected. 75 staff surveys were distributed and 38 were collected.

The rated capacity is 471 inmates. Actual current population has been about 388. Racial distribution is approximately 60% black, 15% white and 15% Hispanic.

Physical Description of the Institution

Riverfront State Prison (RSP) is a dense, campus-like facility. Housing units consist of four living units in a four level building. The main floor consists of two living units side-by-side, each with two levels of inmate rooms. An identical set of two living units is stacked on top of the main floor. A stairwell connects the two levels of housing units. Each building has a small, fenced in recreation area in its "front yard," with basketball and handball courts. The overall quality of construction and care appears good.

Physical Description of the Housing Units

The officer station consists of an open desk and control panel situated in a lobby at the front door of the building, between the two living units. There are no physical barriers separating inmates from the desk, but inmates are not supposed to approach the desk (in policy some officers let inmates do so). From the station, officers can see into the living unit day area, and some of the room doors. To see all spaces he or she must tour the unit. One officer remains at the desk, while the other tours the living areas. Recent construction has begun to add a low plexiglass partition to the front of the officer desk to reduce access by inmates.

RSP is an Indirect Supervision institution by design which, in some **ways,** functions as **a** Direct Supervision facility, because of the open and easy access to the officer station by the inmate.

The dayroom includes several tables with chairs and a television set and **a** telephone. Other recreation facilities are outside the unit. Four showers per level are accessible by inmates, as is a laundry room.

The space is well lit, with large windows facing the interior courtyard. Materials are largely concrete and steel.

Inmate rooms are about 77 square feet. Each has one bunk, a metal toilet, sink unit, **a** desk, chair, shelf, drawer, and power outlet. There is a window to the courtyard and a light operable by the inmate. The swinging doors to rooms are operated by keys which inmates carry.

Staffing, Operation, and Supervision of Housing Units

Day shift unit staffing is:
    4 correctional staff per housing unit (2 per floor or 2 living units) 1:40
    1 case manager
    1 unit manager
    1 administrator
    7 total staff (7:160 or about 1:23)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 13

Overall staffing:
    12 correctional officers/unit
    2 case managers/unit
    2 unit manager
    2 administrators
    18 total staff (18:160 or about 1:9)

Total institution staffing is 337 for 388 inmates = 1:1.15

Total correctional staff is 244. Officers are 214.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 14

NORTHERN STATE PRISON, NEWARK, NEW JERSEY

Overview of Visit

This visit was conducted by Richard Wener on October 11, 1988. Weather was a warm 65 degrees and sunny. One hundred inmate surveys were distributed and sixty nine completed surveys were collected. Seventy five staff surveys were distributed and nineteen were collected.

The rated capacity is 1,008 inmates. Actual current population has been about 1,008 daily. Racial distribution is approximately 20% Hispanic, 15% white and 65% black.

Physical Description of the Institution and Housing Units

Northern State Prison (NSP) is a dense, campus-like facility. NSP and RSP are almost physically identical campuses, with the exception that NSP is double the size. It is, essentially, RSP plus an attached mirror-image institution complete with its own yard. Housing units consist of four living units in a four level building. The main floor consists of two living units side-by-side, each with two levels of inmate rooms. An identical set of two living units is stacked on top of the main floor unit. A stairwell connects the two levels of housing units, which is observed by CCTV. Each building has a small, fenced in recreation area in its 'front yard', with basketball and handball courts. The overall quality of construction and care appears good.

The officer station consists of a glass enclosed station in a raised platform situated in a lobby at the front door of the building, between the two living units. The glass enclosed station is an intentional response to what planners felt was a too open officer station at RSP. The entrance lobby is physically separated from the living units by walls and a locked door. Visual surveillance from the control station is made through glass panels into the upper level of living units. From this station, officers can see into the living unit day area, and some of the room doors. To see all spaces he or she must tour the unit. One officer remains in the station, while the other tours the living areas.

The dayroom includes several tables with chairs and a television set and a telephone. Other recreation facilities are outside the unit. Three showers per level are accessible by inmates, as is a laundry room.

The space is well lit, with large windows facing the interior courtyard. Materials are largely concrete and steel.

Inmate cells are about 77 square feet. Each has one bunk, a metal toilet, sink unit, a desk, chair, shelf and drawer, with a power outlet. There is **a** window to the courtyard and a light operable by the inmate. The cells have mechanical sliding doors, which are operated by switches from the enclosed control room. Contact between inmates and the control room (to have a door opened or closed or for any other purpose) is via an intercom located in the day area.

Staffing, Operation and Supervision of Housing Units

Day shift unit staffing is:
    4 correctional staff per housing unit (2 per floor or 2 living units) 1:40
    1 case manager
    1 unit manager
    1 administrator

    7 total staff (7:160 or about 1:23)

National institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
ill.2 Overview of Case Study Sites

Page III.2 - 15

Overall staffing:
    12 correctional officers/unit
    2 case managers/unit
    2 unit manager
    2 administrators
    18 total staff (18:160 or about 19)

Total institution staffing is 482 for 1008 inmates = 1:2.09

Total correctional staff is 344.

Special programs are offered in all housing units.

National institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
ill.2 Overview of Case Study Sites

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

page III.2 - 16
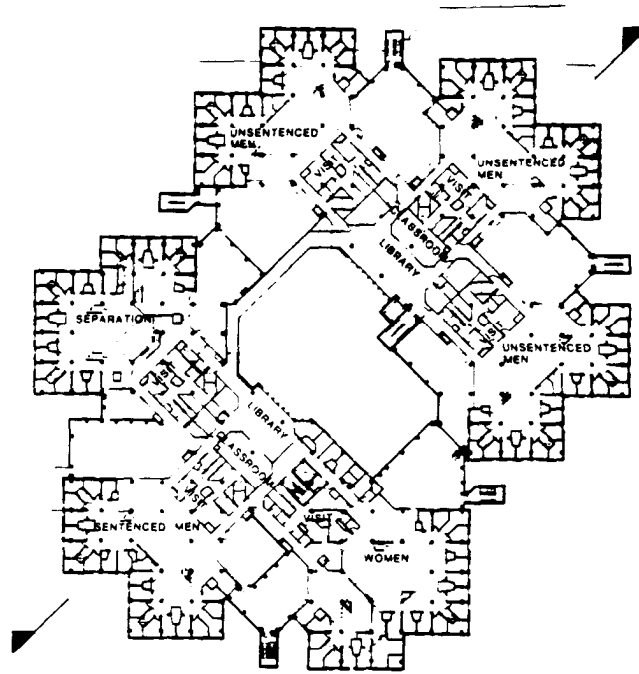
Fig. III.2-1: Contra Costa County Main Detention Facility Plan
(Courtesy of Kaplan/McLaughlin/Diaz)
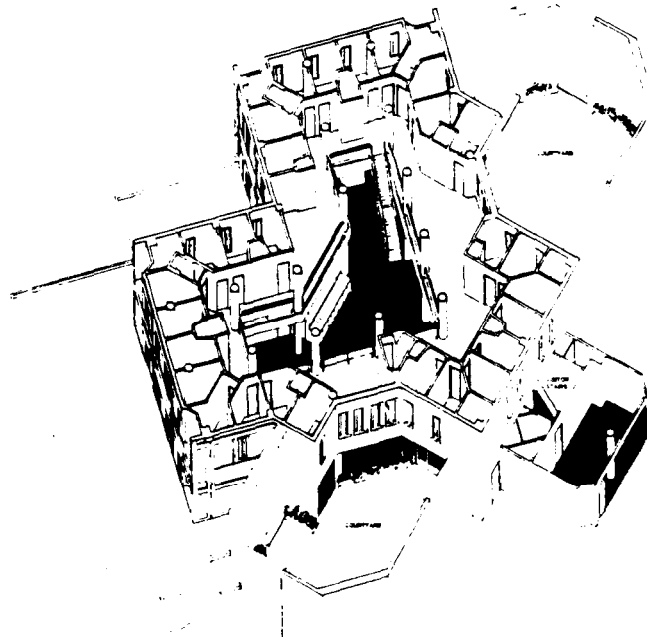
Fig. III.2-2: Axonometric of Contra Costa Housing Unit
(Courtesy of Kaplan/McLaughlin/Diaz)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 17

Fig. III.2-3: Dayroom, Contra Costa County Main Detention Facility
(Photo courtesy of KaplarVMcLaughlinlDiaz)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 18

Fig. III.2-4: Pima, AZ, County Jail Plan

Fig. III.2-5: Dayroom, Pima, AZ

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 19

Fig. III.2-6: Correctional Officer Station, Pima, AZ

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 20
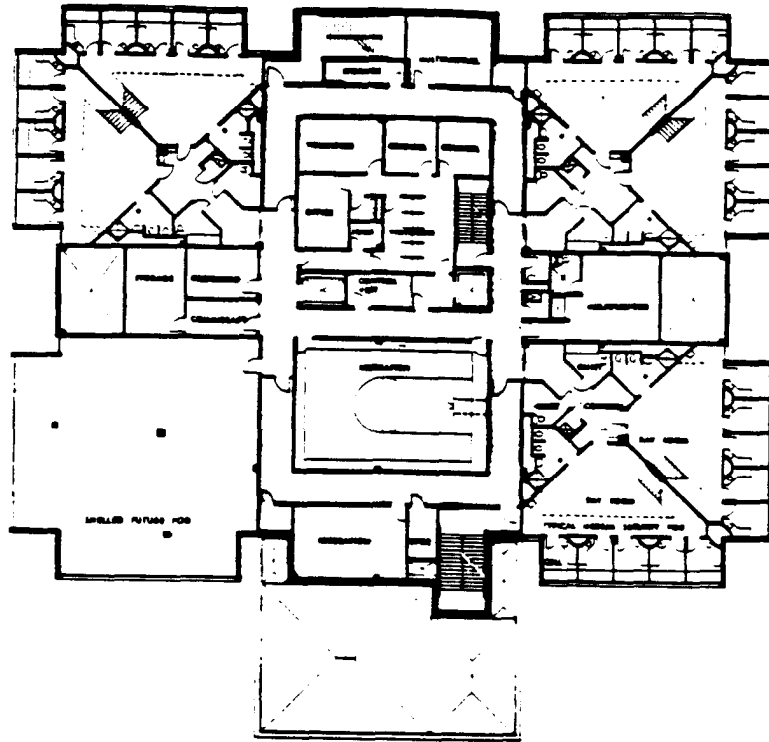
Fig. III.2-7: Plan, Roanoke, VA, City Jail
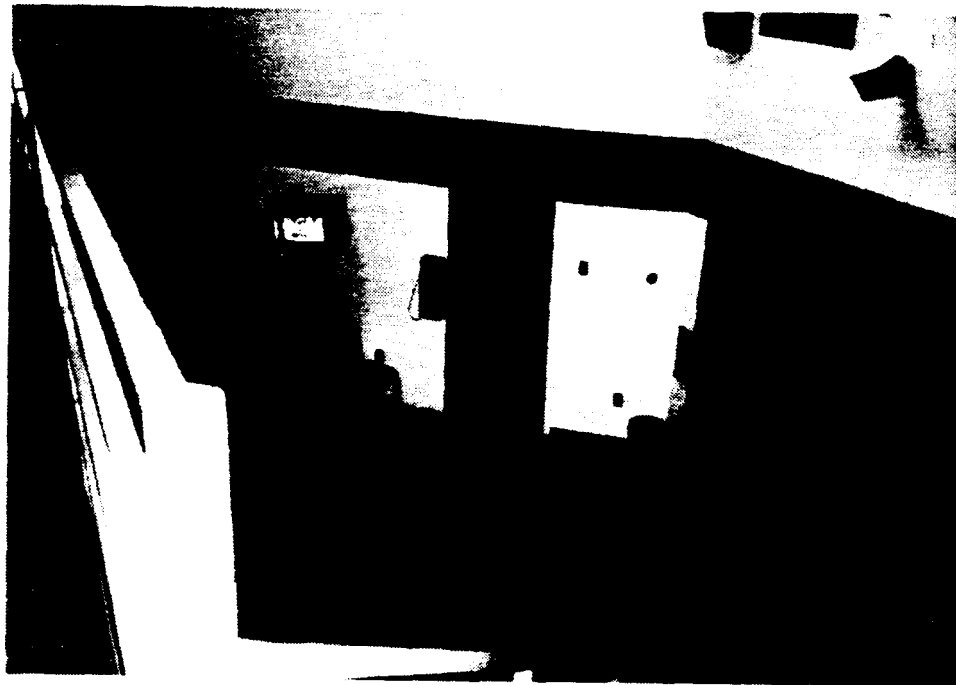
Fig. III.2-8: Dayroom, Roanoke, VA, City Jail

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 21

Fig. III.2-9: Correctional Officer Station, Roanoke, VA, City Jail

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 22
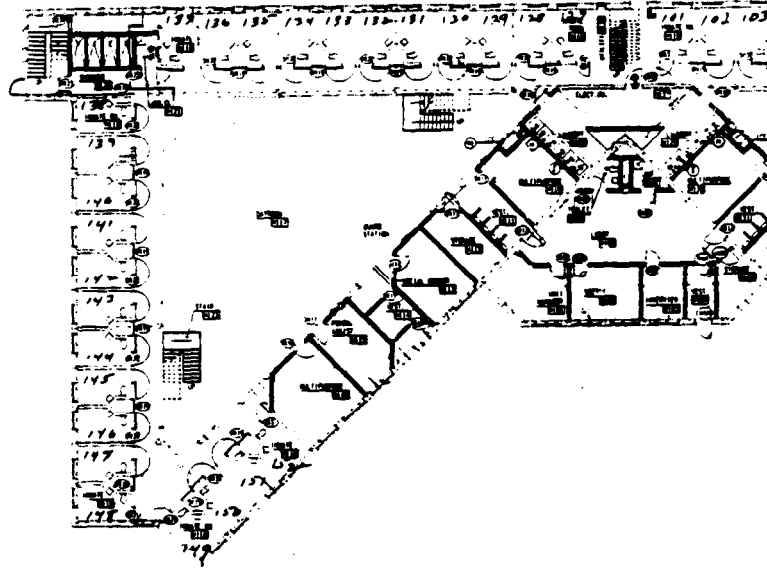
Fig. III.2-10: Plan, Ross Correctional Institution, Chillicothe, OH

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Pago III.2 - 23

Fig. III.2-11: Dayroom, Ross Correctional Institution, Chillicothe, OH

Fig. III.2-12: Officer Station, Ross Correctional Institution, Chillicothe, OH

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 24
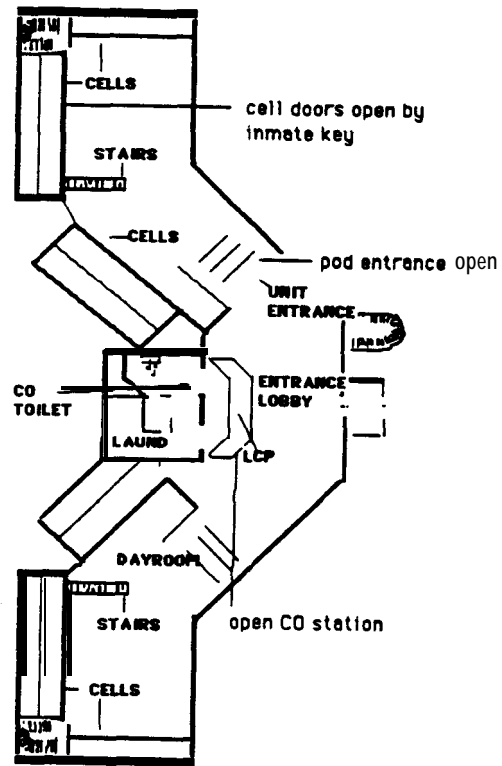
Fig. III.2-13: Plan, Riverfront State Prison, NJ

National institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 25

Fig. III.2-14: Dayroom, Riverfront State Prison, NJ

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Pago III.2 - 28

Figure III.2-15: Correctional Officer Station, Riverfront State Prison, NJ

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study Sites

Page III.2 - 27
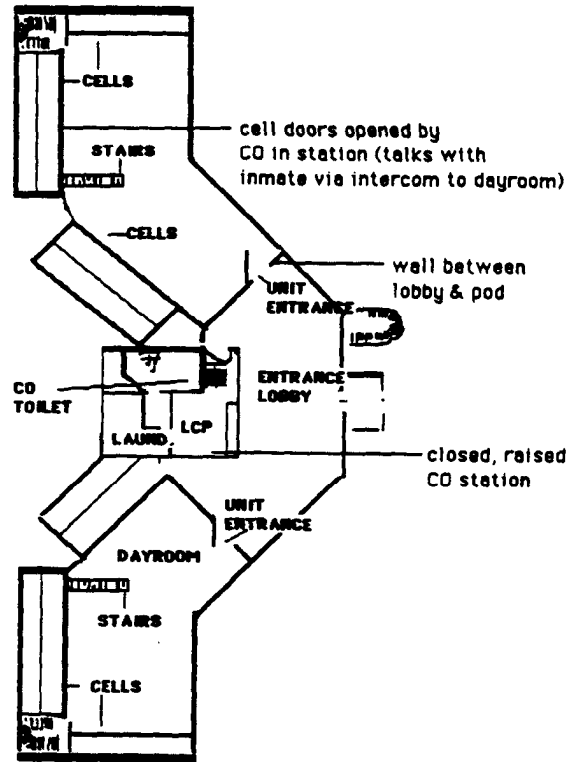
Figure III.2-16: Plan, Northern State Prison, NJ

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.2 Overview of Case Study sites

Pago III.2 - 28
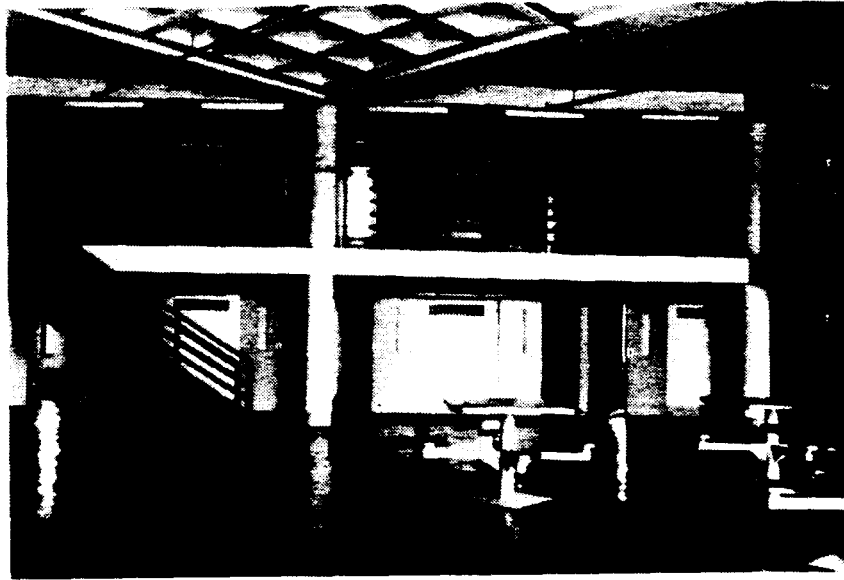
Figure III.2-17: Dayroom, Northern State Prison, NJ
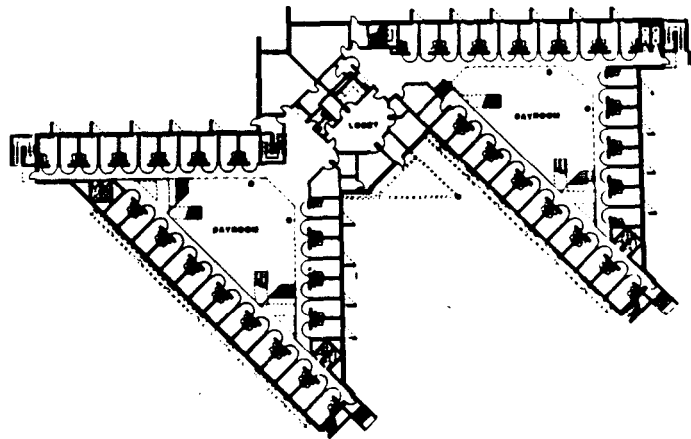
Figure III.2-18: Plan, Lieber Correctional Institution, SC

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.3 Case Study Findings: Physical Environment Survey

Page III.3 - 1

III.3 CASE STUDY FINDINGS: PHYSICAL ENVIRONMENT SURVEY

Physical survey data was collected for all seven sites: PIMA, RCJ, CCC, CHIL, LCI, NSP and RSP. These sites can be differentiated in at least two critical ways:

1. Supervision type: direct or indirect: and
2. Purpose of confinement: long term sentenced facilities (prisons) and unsentenced facilities (jails).

Prisons in this study are CHIL, LCI, NSP and RSP. Jails in this study are CCC, PIMA and RCJ. Since prisons and jails vary drastically along a number of critical operational dimensions (programs, activities, services) and physical dimensions (size and number of facilities, layout, freedom of movement) we will for the most part avoid cross-type comparisons. Jails will be compared to other jails, and prisons to other prisons.

According our classification scheme, these facilities represent **a** range of levels of direct versus indirect supervision. Among jails, CCC and PIMA represent "pure" direct supervision types (officers are stationed on the living unit, and there is no access-restricted staff station. RCJ, on the other hand, is an indirect supervision jail where contact with inmates is "intermittent"; that is, officers work in **a** closed station which is physically separated from the living unit. Contact with inmates comes during periodic officer tours of the living areas.

Among the prisons in the sample, LCI and CHIL are classic direct supervision type facilities. Officers have no enclosed booth and their only station is an open desk within inmate living areas. NSP and RSP represent different levels of "hybrid" IS facilities. RSP operates closer to the direct supervision model. Officers there work at an open staff desk which is in a lobby between two living units. From this desk officers have easy and open visual and conversational access to inmates. One officer remains at the desk while a second tours through the two living units. Since officers are between, rather than on the living units, however, this represents a "hybrid" or "impure" direct supervision model. NSP is similar operationally, but quite different physically. At NSP, one officer remains at the officer station, while the second tours through living areas. At NSP, however, the station is separate and enclosed, and there is no easy visual or conversation access with inmates between the station and the living areas. It is, therefore, a closer approximation to the IS model.

Based upon the above classification, the analysis of Physical Environment Survey data is presented according to the following scheme.

Table III.3-I : Direct and Indirect Supervision Facilities

	Direct Supervision	Indirect Supervision
Jails:	PIMA = Pima County Jail, Tucson, AZ CCC = Main Detention Facility, Contra Costa County, CA (some items)	RCJ = Roanoke City Jail, Virginia
Prisons:	CHIL = Ross Correctional Institution, Chillicothe, OH LCI = Lieber Correctional Institution, SC	NSP = Northern State Prison, NJ
	RSP = Riverfront State Prison, NJ (hybrid)	

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.3 Case Study Findings: Physical Environment Survey

Page III.3 - 2

Age of Institutions

All seven of the facilities were built within the last 10 years. Five were built within the last 5 years.

Extent of Overcrowding

Physical Environment Surveys were conducted in two or three units at each institution. Some of the institutions concentrated their overcrowding in one or two units rather than spreading the problem throughout their facility in a uniform manner. Because of this, the items concerning crowding are only descriptive of those units that were surveyed, and do not reflect overall conditions at the institution.

The units that were surveyed at the two jails were operated "at capacity," while those at the third were seriously overcrowded. Two of the three prisons were operated over capacity in at least one of the surveyed units, while the units surveyed at one prison were operated "under capacity." Serious overcrowding is a major factor in two of the housing units surveyed, as is shown below:

Table III.3-2: Crowding in Surveyed Housing Units

	Direct Supervision	Indirect Supervision
Jails:	PIMA: at capacity CCC: 115% over capacity	RCJ: at capacity
Prisons:	CHIL: 22% under capacity LCI: 59% over capacity	NSP: at capacity RSP: 1 unit 13% over capacity, 1 at capacity

The overall overcrowding for the case study sites is shown in the table below. The institutions that distribute their population uniformly are highly similar to the sample housing units described above. The two institutions that concentrate their overcrowding are highly different from the surveyed units. As discussed in chapter 111.5, the direct supervision subjects tend to be overcrowded, while the indirect supervision institutions we studied tended to be at or below capacity.

Table III.3-3: Overall Crowding at Case Study Sites

	Direct Supervision	Indirect Supervision
Jails:	PIMA: 15% over capacity[1] CCC: 115% over capacity	RCJ: 1% under capacity
Prisons:	CHIL: 3% under capacity LCI: 60% over capacity	NSP: 2% under capacity RSP: 18% under capacity

[1] Two units 100% over capacity, others at capacity.

Space Provision In Housing Unit

There was no significant difference in the size of cells in the surveyed institutions. Average cell size in jails was 68.25 square feet (sf). Average cell size in prisons was 68 sf. Average cell size for direct supervision

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.3 Case Study Findings: Physical Environment Survey

Page III.3 - 3

institutions was 66 sf and for indirect supervision institutions 66.5 sf.

Table III.3-4: Cell Size

	Direct Supervision	Indirect Supervision
Jails:	PIMA: 70 SF CCC: 71 SF	RCJ: 66.5 SF
Prisons:	CHIL: 63 SF LCI: 73 SF RSP: 70 SF	NSP: 70 SF

In general, all institutions were designed with cell areas along nationally recognized norms. However, due to double celling at PIMA, CCC, and LCI, there is approximately 35 square feet per inmate in sleeping rooms for some or all inmates at those institutions.

The amount of dayroom space per inmate was 32 square feet at PIMA versus 51 at RCJ. Although the amount of dayroom space provided per inmate was lower at PIMA than RCJ, it is not a useful comparison. PIMA was originally designed for indirect supervision, so any differences between the two jails in our sample unrelated to supervision type. Our data do not include dayroom sizes for the prisons in our sample.

Number of Services Provided

We tallied whether eight functions such as recreation, dining, and visiting were provided at the housing unit or elsewhere at the institution. Jails and prisons provide about the same number of functions (average = 9). Both types of institutions provide more functions outside of the unit than in it, though prisons seem more inclined to allow inmates to move off the unit to make use of facilities. Direct supervision facilities tended to provide a greater number of services at the housing unit.

Table III.3-5: Services In Housing Unit

	Direct Supervision	Indirect Supervision
Jails:	PIMA: 4 **CCC: 6**	RCJ: 3
Prisons:	CHIL: 4 LCI: 2 RSP: 2	NSP: 2

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.3 Case Study Findings: Physical Environment Survey

Page III.3 - 4

Table III.3-6: Services Out of Housing Unit

	Direct Supervision	Indirect Supervision
Jails:	PIMA: 4 CCC: 3	RCJ: 6
Prisons:	CHIL: 7 LCI: 7 RSP: 6	NSP: 6

Table III.3-7: Total Services at Institution

	Direct Supervision	Indirect Supervision
Jails:	PIMA: 8 CCC: 9	RCJ: 9
Prisons:	CHIL: 11 LCI: 9 RSP: 8	NSP: 8

Dayrooms

Number of accessible areas or items. Dayrooms in the jails in our sample have more directly accessible items of equipment and furnishings than do the prisons. There is no significant difference between direct supervision and indirect supervision.

Table III.3-6: Accessible Areas or items in Dayroom

	Direct Supervision	Indirect Supervision
Jails:	PIMA: 9 CCC: 6	RCJ: 10
Prisons:	CHIL: 7 LCI: 3 RSP: 7	NSP: 6

Hardness/Softness of Physical Environment. We recorded the finish and furnishing materials in order to classify the subjects as "hard" or "soft." Fixed steel furnishings, unfinished concrete, and institutional blue/green colors were characterized as hard. Wood or fabric furnishings, vinyl or carpeted floors, wallboard, acoustic ceilings, views, draperies, and light colors were indicators of a soft environment. Plastic furnishings and brightly painted concrete walls were considered neutral.

The number of hard, neutral, and soft responses to ten items were tallied for each case. A case was characterized based upon the category with the highest frequency. Except for RCJ, the scores were

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.3 Case Study Findings: Physical Environment Survey

Page III.3 - 5

clearly weighted in favor of one classification or the other.

The direct supervision institutions in our sample were all rated as having soft environments in dayrooms, while the indirect supervision cases and the hybrid were all rated as hard. Our classifications are tabulated below.

Table III.38: Hard Versus Soft Dayroom Environments

	Direct Supervision	Indirect Supervision
Jails:	PIMA: soft ccc: soft	RCJ: hard
Prisons:	CHIL: soft LCI: soft	NSP: hard
	RSP: hard	

Comfort of Ambient Environment. We classified the facilities "comfortable" or "uncomfortable" using a similar method to the one used to describe them as hard versus soft. Observers subjectively categorized the temperature, sound levels, and presence of odors for the housing units surveyed. Inmate control of the environment, privacy, and ready access to information were considered comfortable, and the lack of these features were classified uncomfortable.

One indirect supervision facility was classified uncomfortable through our rating process. All other institutions were rated comfortable. Supervision style does not appear to affect comfort as we defined it.

Table III.3-10: Comfort of Environment

	Direct Supervision	Indirect Supervision
Jails:	PIMA: Comfortable CCC: Comfortable	RCJ: Uncomfortable
Prisons:	CHIL: Comfortable LCI: Comfortable	NSP: Comfortable
	RSP: Comfortable	

Rooms/Cells

Room Occupancy. The facilities are predominantly designed for single cell occupancy, with LCI being the exception. Both jails **are** designed for single cell occupancy only. The direct supervision prisons have a mixture of single and double occupancy cells. In spite of the design intent, all but one of the direct supervision facilities double occupies some or all of their cells due to crowding. This added degree of social density may confound the analysis of the impacts of direct versus indirect supervision, since multiple cell occupancy has been demonstrated elsewhere to have negative impacts on facility ratings.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.3 Case Study Findings: Physical Environment Survey

Page III.3 - 6

Table III.3-11: Percentage of Ceils With 1 Occupant

	Direct Supervision	indirect Supervision
Jails:	PIMA: 85% CCC: 0%	RCJ: 100%
Prisons:	CHIL: 61% LCI: 48% RSP:lOO%	NSP:lOO%

Table III.3-l 2: Percentage of Cells With 2 Occupants

	Direct Supervision	indirect Supervision
Jails:	PIMA: 15% ccc: 100%	RCJ: 0%
Prisons:	CHIL: 39% LCI: **52%** RSP: 0%	NSP: 0%

Number of Fixture and Furnishing Items in Rooms. There is no significant difference between jails or prisons, direct or indirect.

Table III.3-13: Number of Room Fixture and Furniture items

	Direct Supervision	indirect Supervision
Jails:	PIMA: 13 ccc: 13	RCJ: 13
Prisons:	CHIL: 14 LCI: 13 RSP: 16	NSP: 14

Hardness/Softness of Room Environment. The cells for each institution were rated "hard" or "soft" using the same method described for the dayrooms previously. Ceils in jails tend to have harder environments than ceils in prisons. The differences seen between supervision types for dayrooms are not as clear for the ceils themselves.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Ill.3 Case Study Findings: Physical Environment Survey

Page ill.3 - 7

Table Ill.3-14: Hard Versus Soft Room Environments

	Direct Supervision	Indirect Supervision
Jails:	PIMA: hard ccc: soft	RCJ: unit 38-S. soft: unit 3B, hard
Prisons:	CHIL: soft LCI: soft	NSP: hard
	RSP: soft	

Control of Cell Environment. Most facilities allow inmates some control over their cell environment, with the exception of one unit of the indirect supervision jail.

Table Ill.3-15: Control of Cell Environment

	Direct Supervision	Indirect Supervision
Jails:	PIMA: control CCC: neutral	RCJ: unit 3B-S, control, unit 38, no control
Prisons:	CHIL: control LCI: control	NSP: control
	RSP: control	

Staffing and Supervision

Because the mail-out survey revealed that most facilities had some mixture or direct and indirect supervision characteristics, we asked a number of questions to ascertain the "purity" of the case study subjects' supervision style. In addition to explicitly asking their supervision philosophy, we asked about the use of rovers in the units and the characteristics of the staff station. If a facility had most characteristics commonly associated with a supervision style, we list is as "very" direct or indirect in the table below. If an institution is predominately one style *or* the other, but as a few characteristics of the other, the supervision style is simply listed.

Although RSP was selected as an indirect supervision site, we have reclassified it as hybrid. Officers are located at an open control desk between two units that is raised above the floor and separated from the inmates by **a** buffer zone. Inmates can approach a barrier and shout to the officers. One officer roves between units in direct contact with the inmates. RSP is clearly not operated in the spirit of direct supervision, but the barriers are less obtrusive than an enclosed glass booth and there is direct contact between the inmates and the roving correctional officer.

Staffing ratios are difficult to compare due to program differences between the facilities. For example, LCI appears to have a very high staffing ratio of 1:17 inmates, but this is misleading, since there is actually only one correctional officer for each "side" (i.e., one officer for about 100+ inmates). The other officers function more as supervisory staff. If program staff were deleted, CHIL would show an unrealistically low ratio of 1:109 inmates. Program staff at CHIL in effect act in a supervisory role due to their high degree of contact with inmates on the unit. The ability of program staff to supervise inmates enables CHIL to cut back

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.3 **Case** Study Findings: Physical Environment Survey

Page III.3 - 6

on the use of correctional officers, who also supervise movement and meals.

Regardless of the difficulties in controlling for program differences, there is no clear correlation between staffing and supervision styles. It appears that program choices affect staffing ratios more than supervision type.

Table III.3-16: Staffing and Supervision of Facilities

Facility	Degree of Direct Supervision	Avg. No. of Correctional Staff per Unit[1]	Avg. No. of Total Staff per Unit[1]	Staff/Inmate Ratio (per bed)
PIMA =	Very Direct	1	1	1:36
RCJ =	Very Indirect	2 [2]	2 [2]	1:40
CHIL =	Very Direct	0.65	2.9	1:30
CCC =	Very Direct	2	2	1:49
LCI =	Direct	4	7.5	1:17
NSP =	Indirect	2	3	1:40
RSP =	Hybrid/Indirect	2 [3]	3 [3]	1:23

[1] during daytime hours
[2] two C.O.s cover eight pods
[3] two C.O.s and one supervisor per two units

Ease of Surveillance. We rated the **ease** of surveillance based upon offices' ability to see the dayroom, ceil doors, and showers from a continuously staffed position. Direct supervision facilities are typically easy to observe; indirect supervision facilities tend to be difficult to observe. This intuitively makes sense, as stationing officers within the housing unit provides a better vantage point than a station at the perimeter of the unit, even in otherwise identical podular designs.

CCC is an exception due to the physical design of its pods. Each pod was designed with two "wings" in an attempt to restrict inmate movement. This geometry has the consequence of making it difficult to see all parts of the pod from one position. The poor lines of sight at CCC is a design rather than a supervision issue.

Table III.3-17: Ease of Surveillance

	Direct Supervision	Indirect Supervision
Jails:	PIMA: very easy CCC: difficult	RCJ: very difficult
Prisons:	CHIL: easy LCI: easy	NSP: very difficult RSP: difficult

Security Level. Ail institutions are similar in security level (i.e., medium secure). PIMA has a centralized locking capability, but was rated medium due to the operational decision to allow inmates free movement between their rooms and the dayroom during normal waking hours.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.3 **Case** Study Findings: Physical Environment Survey

Page III.3 - 9

Table III.3-16: Security Level

	Direct Supervision	Indirect Supervision
Jails:	PIMA: med CCC: med	RCJ: med
Prisons:	CHIL: med LCI: med	NSP: med RSP: med

Cleanliness: All facilities rated overall as clean to very clean. Direct supervision prisons had the highest overall ratings.

Table III.3-19: Cleanliness

	Direct Supervision	indirect Supervision
Jails:	PIMA: clean CCC: very clean	RCJ: clean
Prisons:	CHIL: very clean LCI: very clean	NSP: clean RSP: clean

Condition of Facilities: All facilities rate overall as in good to very good condition. There are no differences between supervision type.

Table III.3-20: Condition of Facilities

	Direct Supervision	Indirect Supervision
Jails:	PIMA: good CCC: very good	RCJ: very good
Prisons:	CHIL: very good LCI : very good	NSP: good RSP: good

Costs

We reexamined the cost data from our mail-out survey for our case study sites. Three measures of cost were considered: construction cost, staffing cost, and maintenance. The results are shown in the table below on the following page. They are consistent with our attempt to select more "pure" examples of each supervision type (RSP is considered indirect in this analysis). The cost differences reported for the mail-out survey are greater for the case study sites.

We normalized **construction** costs for inflation by using the annual indexes from the Local Cost Indexes in Means Square Foot Costs, 1987, published by R.S. Means Company. The average direct supervision prison cost per bed was 40% lower than for the average indirect supervision prison. The direct supervision jail we visited cost 45% less to build per inmate than the indirect supervision jail.

Table III.3-21: Correctional Facility Costs (In Dollars)

	Average DS Prison	Average IS Prison	DS Jail	IS Jail
Construction Cost PerBed	41,600	73,000	32,400	59,400
Staffing Cost Per inmate*	10,900	17,300	28,300	42,300
Maintenance Cost Per Inmate*	4,200	6,700	10,900	16,300

. Annual

Operational costs were similarly tower for the direct supervision cases. Staffing costs were 37% tower for the average direct supervision prison and 33% lower for the direct supervision jail. Maintenance costs were 37% tower for the direct supervision prisons and 33% lower for the direct supervision jail.

Due to our small sample, the above figures should be considered descriptive of our cases rather than representative of the magnitude of cost differences between direct and indirect facilities. Numerous other variables could be affecting the magnitude of the results in such a small sample. We expect that a similar analysis using larger, more dichotomous comparison groups would demonstrate more pronounced cost savings for direct supervision than our mail-out survey revealed, but less dramatic than shown above.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.4 Case Study Findings: Behavioral Trading

Page III.4 - 1

III.4 CASE STUDY FINDINGS: BEHAVIORAL TRACKING

This chapter presents the findings for behavioral tracking data from the case study sites.

DATA COLLECTION

Tracking data were collected for 5 sites: CCC, CHIL, LCI, PIMA, RCJ. At this time, these represent two direct supervision prisons, two direct supervision jails and one indirect supervision jail. Data for NSP and RSP (one indirect supervision and one modified direct supervision prison) are not yet available. For each site, data were collected for between 3 and 4 hours on two different living units.

Seven variables were recorded or calculated for analysts:

Who: who initiated the interaction (CO = officer, I = inmate, 0 = other)

Activity: how much interaction occurred.

Purpose: what was purpose of the interaction. For the purpose of analysts, the codes were collapsed into several categories:

- S-I   =   staff -inmate interaction to provide or receive information or request an action
- S-S   =   staff -staff interaction
- Staff Phone =   staff on the telephone
. Hostile   =   hostile interchange between staff and inmate
. Reprimand   =   staff issues reprimand to inmate

   Other preestablished coding categories of behavior were largely unused.

Location: where the interaction occurred in the living unit. Although each facility was different in layout, for the purpose of analysis, locations were collapsed into several generic categories:

- cell/bedroom
- open CO station
. closed CO station
. shower area
- dayroom
. entrance
- phone area
- recreation area
- TV area
. program space
. visiting area
. other area of living unit
- off of living unit

Quality: what was the quality of the interaction, from 1 to 5, where 1 = friendly/social, 3 = business-like or professional, and 5 = hostile.

Duration: how tong were the interactions, coded in 30 second intervals.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.4 Case Study Findings: Behavioral Tracking

Page III.4 - 2

RESULTS

Almost 1500 separate observations of behavior were recorded for the five sites. No hostile behavior or quality rating of "5" was given in the observations. While it is likely that the presence of an observer caused some reaction by staff and inmates, all observers reported that activity on living units continued in what appeared to be a normal manner during the tracking.

Who Initiated Interactions

Overall, more interactions were initiated by staff (64%) than by inmates (see Table III.4-1). This overall figure is somewhat misleading, however, because of the relative imbalance of behavior at RCJ. Whereas all of the other sites had a near even split of staff- and inmate-initiated interactions (range of 42% to 58% staff-initiated), staff-initiated interactions were very high at RCJ (91.3%).

Table III.4-1 : Who Initiated Interaction, by Site

	CCC	CHIL	LCI	PIMA	RCJ	NSP	RSP	Total (%)	Total Number
Inmates (%)	39.21	53.03	37.84	33.33	6.33	52.58	21.74	32.00	417.00
Staff (%)	58.66	42.42	50.68	57.71	91.23	47.42	78.26	64.00	850.00
Other (%)	2.13	4.55	11.49	8.96	2.33	0.00	0.00	4.00	55.00
Total (%)	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
Total Number	329.00	132.00	148.00	210.00	300.00	97.00	115.00		1,322.OO

Level of Activity

While the level of interaction was fairly high at all sites, there was a great deal of variability among the sites (see Table III.4-2). The number of new interactions per hour averaged 56.7 and ranged from 41.7 (CHIL) to 88.8 (PIMA). The sites with fewer interactions, however, tended to have somewhat longer interactions, so that the total number of 30 second units spent in interaction per hour was similar across all settings. The **average** was eighty-five 30 second units per hour, with a range from 74.3 (LCI) to 95 (PIMA).

Table III.4-2: Total Interactions, Staff- and Inmate Initiated Interactions

Site	No. of New Interactions	No. of New Interactions/hr.	Total Interactions	Total per Hour	Ratio of Staff/Inmate Initiation
CCC	172.00	42.60	333.00	82.60	1.56
CHIL	132.00	41.70	280.00	88.40	0.73
LCI	148.00	62.10	177.00	74.30	1.34
PIMA	188.00	88.80	201.00	95.00	1.73
RCJ	171.00	48.20	301.00	84.80	14.30
RSP	101.00	41.51	97.00	39.86	3.60
NSP	59.00	23.29	90.00	36.99	0.94
mean	138.71	49.74	211.29	71.71	3.46
std. dev.	133.96	50.78	193.90	70.15	3.73

These data become more clear when staff- and inmate-initiated interactions are separated (see Tables III.4-3 and III.44). The number of staff-initiated new interactions per hour averaged 33, and was very high for PIMA

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.4 Case Study Findings: Behavioral Tracking

Page III.4 - 3

(51.5) and RCJ (41.1), and very low for CHIL (17.7) and CCC (23.2). Inmate-initiated interactions were somewhat tower (mean = 19.70) due in some pan to the very low level at RCJ (5.4).

The ratio of staff - to inmate-initiated interactions reveals a wide discrepancy. While four sites ranged from 0.73 for CHIL (that is, 0.73 staff-initiated interactions for each inmate-initiated interaction) to 1.73 for PIMA, RCJ had 14.3 staff-initiated interactions for each inmate-initiated interaction (meaning that almost all interactions were staff-initiated).

Table III.4-3: Staff-initiated Interactions

Site	No. of New Interactions	No. of New Interactions/hr.	Total Interactions	Total per Hour
CCC	94.00	23.20	193.00	47.90
CHIL	56.00	17.70	116.00	36.60
LCI	75.00	31.50	75.00	31.50
PIMA	109.00	51.50	116.00	54.80
RCJ	146.00	41.10	274.00	77.20
RSP	74.00	30.41	90.00	36.99
NSP	32.00	13.15	48.00	19.73
mean	83.71	29.79	130.29	43.53
std dev	82.24	30.74	121.33	42.91

Table III.4-4: Inmate-Initiated interactions

Site	No. of New Interactions	No. of New Interactions/hr.	Total Interactions	Total par Hour
CCC	74.00	18.40	124.00	30.70
CHIL	70.00	22.10	158.00	49.90
LCI	56.00	23.50	56.00	23.50
PIMA	62.00	29.30	67.00	31.70
RCJ	19.00	5.40	19.00	5.40
RsfJ	23.00	9.45	25.00	10.27
NSP	27.00	11.10	51.00	20.96
mean	47.29	17.04	71.43	24.63
std dev	43.47	16.84	63.92	23.77

Purpose

Most of the interactions for the direct supervision sites were for staff -inmate interchange (range of 54% to 83%; see Table III.4-5). Most RCJ interactions, on the other hand, were for staff-to-staff contact (72%). At the four direct supervision sites, most staff-initiated interactions were for staff-inmate interaction (41 to 74%). AT RCJ, however, most staff -initiated interactions were for the purpose of staff -staff interactions.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.4 **Case** Study Findings: Behavioral Tracking

Page III.4 - 4

Table III.4-5: Purpose Of Interactlon, by Slte

	CCC	CHIL	LCI	PIMA	RCJ	NSP	RSP	Total (%)	Total Number
S-I Interaction	63.83%	83.33%	84.86%	76.12%	20.33%	75.64%	47.41%	57.80%	758.00
S-S Interaction	26.14	13.64	30.41	9.95	72.00	24.36	52.59	35.70	469.00
Staff Phone	6.69	2.27	2.70	13.43	7.67	0.00	0.00	6.00	79.00
Hostile	0.30	0.76	0.00	0.00	0.00	0.00	0.00	.38	5.00
Reprimand	1.82	0.00	2.03	0.50	0.00	0.00	0.00	0.07	1.00
Total (%)	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
Total Number	329.00	132.00	149.00	201.00	300.00	97.00	115.00		1.312.00

Location

The location data are consistent with those above, in that 62% of all RCJ interactions were away from the living unit, compared to none off the units at the other sites (see Table III.4-6). In all sites, the most common location was the officer station, making the placement of the officer station a critical feature. The only site in which a significant amount of time was spent away from the officer station was in CHIL, where much interaction occurred in the day room area and counselor's office.

In the direct supervision sites, inmate-initiated interaction was most likely to occur at the CO station (51 to 84%), except for CHIL where more interaction occurred in the inmate day room. In RCJ, inmate initiated interaction was most likely to occur at the unit entrance. Interaction at the unit entrance was also common for CCC and LCI.

Table III.4-6: Location of interaction, by Site

	CCC	CHIL	LCI	PIMA	RCJ	Total (%)	Total Number
Closed CO Station	**0.00%**	**0.00%**	**0.00%**	**0.00%**	51.33%	13.87%	154.00
Open CO Station	71.43	**33.33**	**47.97**	60.70	0.00	42.52	472.00
Unit Entrance	8.81	17.42	41.22	5.47	23.00	17.38	164.00
Unit Other	14.29	1.52	2.03	0.50	0.00	4.77	53.00
Unit Dayroom	0.00	17.42	1.35	3.98	6.33	4.68	52.00
Recreation	1.22	5.30	0.00	11.94	0.00	3.15	35.00
Television	2.43	0.76	2.03	4.48	0.00	1.89	21.00
Program	0.00	0.76	2.03	4.48	0.00	1.89	21.00
Shower	0.00	0.00	0.68	0.50	0.00	0.18	2.00
Visiting at Unit	0.00	0.76	0.00	0.00	0.67	0.27	3.00
Off of Unit	0.61	0.00	0.00	0.00	10.67	3.06	34.00
Total (%)	100.00	100.00	100.00	100.00	100.00	100.00	
Total Number	329.00	132.00	148.00	201.00	300.00		1,110.00

See Figure III.4-l on the next page for a diagrammatic representation of this data.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.4 Case Study Findings: Behavioral Tracking

Page III.4 - 5

Figure III.4-I   Location of interactions by Facility

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.4 **Case** Study Findings: Behavioral Tracking

Page III.4 - 6
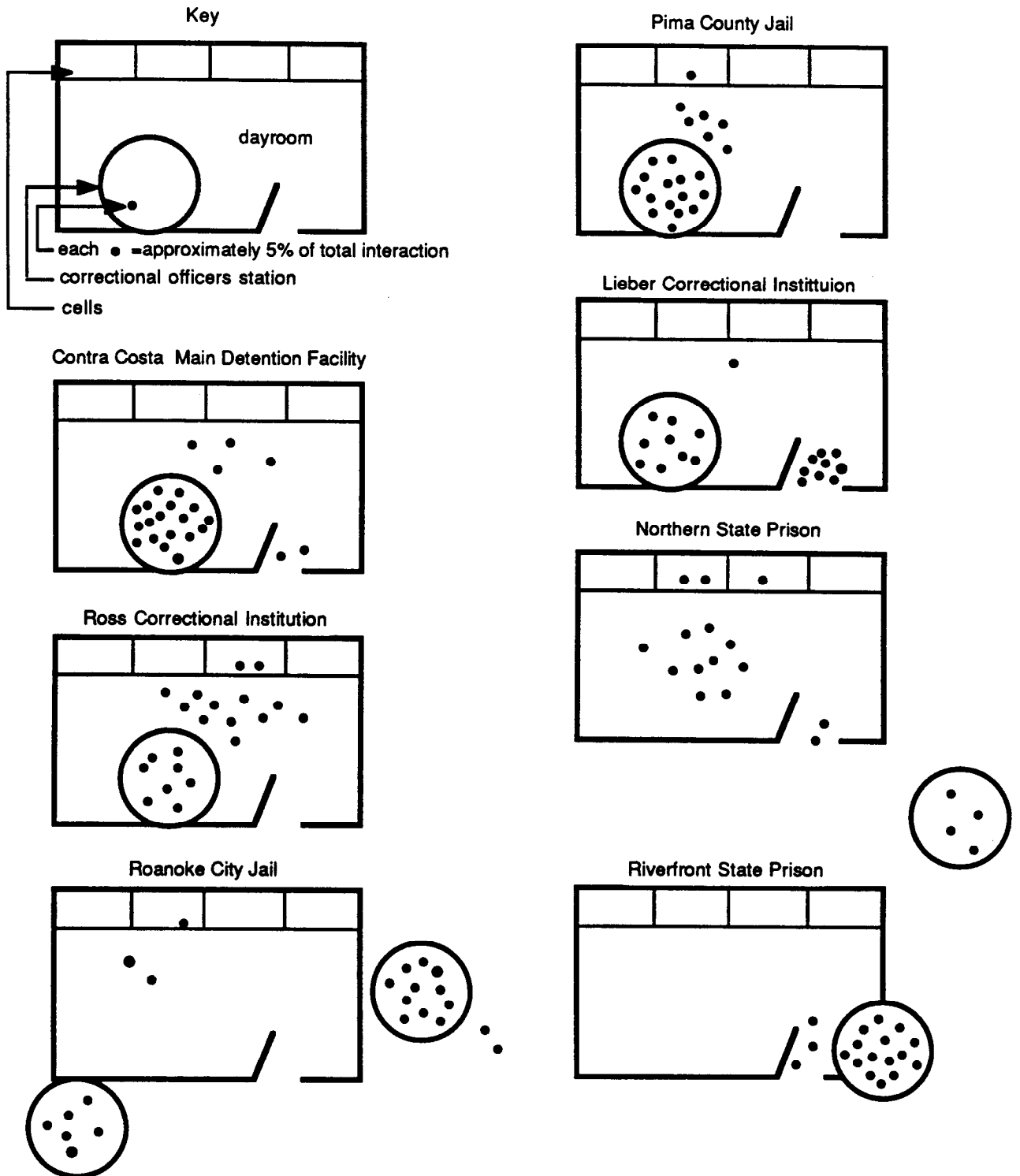
Quality

There were no major differences in the rated quality of interactions across the sites (see Tables 7 and 8). Most interactions were rated "3" (business-like). The only important difference **was** at RCJ, where staff-staff interactions commonly were rated "1" (friendly), while staff-inmate interactions were rated "3".

Table III.4-7: Quality of interaction, by Site

	CCC	CHIL	LCI	PIMA	RCJ	Total	Total Number
1 Friendly	4.86%	0.76%	5.41%	5.97%	36.67%	13.24%	147.00
2	14.29	6.82	20.27	29.85	1.67	13.60	151.00
3 Business-Like	78.12	90.15	72.97	59.20	61.33	70.90	787.00
4	1.52	2.27	1.35	3.98	0.33	1.71	19.00
5 Hostile	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mean, All	2.77	2.94	2.70	2.32	2.25	2.61	
Mean, Staff-Initiated	2.70	2.98	2.69	2.66	2.19	2.52	
Mean, Inmate-Initiated	2.87	2.90	2.70	2.60	2.95	2.79	

Table II.4-8: Quality of Interaction by Who Initiated

Quality	Inmate Initiated	staff Initiated	Other
1 Friendly	2.93%	18.77%	5.45%
2	16.13	12.75	9.09
3 Business-like	80.06	65.41	85.45
4	0.88	2.24	0.00
5 Hostile	0.00	0.00	0.00

Duration

Most interactions were brief, lasting less than one minute (see Table III.4-9). Inmate-initiated interactions were uniformly brief except for some longer conversations at CCC. At RCJ no staff-inmate interactions longer than 1 minute were observed, whereas staff-staff interactions were frequently longer.

Table III.4-9: Duration of Interaction, by Site

Duration	CCC	CHIL	LCI	PIMA	RCJ	Total (%)	Total Number
O-l Min (%)	65.00	79.00	97.00	90.00	90.00	94.00	743.00
1-2 Min (%)	10.00	11.00	2.50	10.00	5.00	4.00	27.00
2-5 Min (%)	5.00	6.00	0.50	0.00	1.00	1.00	8.00
> 5 Min (%)	0.00	4.00	0.00	0.00	2.00	1.00	8.00

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.4 Case Study Findings: Behavioral Tracking

Page III.4 - 7

DISCUSSION

The tracking data provide a picture of the interactions that take place in the jails and prisons -where, how and with whom officers and inmates communicate. While the picture is complicated by special local conditions and design variations, patterns emerge which highlight the comparison between direct and indirect supervision facilities.

There are several consistent differences between the four direct supervision facilities as compared with the three indirect supervision facilities. The indirect facilities show a lower level of interaction overall and the interactions which do occur tend to be of briefer duration (that is, most are quick exchanges, with fewer long conversations).

In parallel, the amount of time which correctional officers in indirect facilities spend in any living unit is lower than for direct supervision facilities (note: the data for RSP and NSP represent a composite of the pair of living units supervised by correctional officers).

Partly as a result, the amount of interaction between staff and inmates is considerably lower in indirect supervision facilities than in direct supervision ones. Officers in indirect facilities (except NSP) experience a far higher proportion of staff -to-staff (versus to staff -to-inmate) interactions than do officers in direct facilities. In other words, direct supervision officers spend a higher percentage of their time interacting with inmates than do indirect supervision officers.

RCJ is the extreme example of this phenomenon, where officers spend most of their time in control stations away from living units, interacting with other officers. The greatest staff-to-inmate interaction is seen at CHIL, where officers spend most of their time interacting with inmates in day rooms.

Direct supervision and indirect supervision facilities were similar in the way officer behavior was affected by having a second officer present. We noted (both in the formal data as well as in informal observations) that with a second officer present, both officers tend to spend more time in or near the officer station, and more time interacting with each other than with inmates. This is best illustrated among direct supervision facilities by CCC officers, who had more than 70% of staff-to-staff and staff -to-inmate interactions at the officer station. Although we do not have data from before the second officer was added, we are informed that this is far more time at the control station (and correspondingly less time walking through the living unit) than was spent before. It suggests that officers may tend to gravitate to the control area to be with the other officer. Inmates needing to interact with an officer must go to the station to find one.

Among indirect supervision facilities, the most interesting comparison is between RSP and NSP. At RSP, officers experience a direct supervision-like setting, because of the open officer station. One officer, however, is permanently assigned to that station, while the other is supposed to tour the living units. Our observations show that the touring officer spent far more time at the station, and more time interacting with the other officer, than desired by management. At NSP, the control station is enclosed, so the touring officer rarely enters that space. While the ratio of staff-to-inmate (versus staff-to-staff) interaction is lower than in RSP, actual numbers of contacts are about the same. That is, NSP officers have lower levels of contact of all kinds.

This information has implications for responses to overcrowding. In some settings policy states that when inmate populations exceed certain levels (65 at CCC) a second correctional officer is added to the unit. While the second officer may be needed, our data suggest that he/she may also detract from the desired operation of direct supervision. Under the stress of the job, correctional officers appear to be drawn together - and away from inmate contact.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 1

III.5 CASE STUDY FINDINGS: QUESTIONNAIRES

This chapter presents the findings from the questionnaires data gathered at the case study sites. A total of 612 inmate questionnaires and 264 staff questionnaires were completed.

Table III.5-1: Number of Completed Surveys

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total
Inmates	104	124	92	69	80	73	70	612
Staff	23	47	78	19	31	28	38	264
Total	127	171	170	88	111	101	108	876

PERCEIVED SUPERVISION STYLE

Inmate and staff perceptions of supervision style were close to, but not identical with, our ratings. Cur ratings are shown in Table III.5-2 below. For inmate and staff ratings, see the discussion in Chapter III.3 on the Physical Environment Survey; also, refer to item 3 of the Staff Questionnaire (pg. A-68 of the Attachments) and item 2 of the Inmate Questionnaire (pg. A-78 of the Attachments).

Inmates in all facilities except NSP and RCJ perceived their unit as having direct supervision (see Table III.5-3). That is CCC, CHIL, LCI, PIMA, and RSP were perceived as having officers who primarily were stationed directly on the living unit. This runs contrary to our initial categorization of RSP as a "hybrid" IS facility (in which officers are stationed at an open desk but off of the living unit, with one officer making regular tours of the unit areas). By inmate perception, the open, accessible nature of the officer station made this arrangement seem more of a direct supervision type of operation. At NSP and RCJ, inmates perceived officers as primarily stationed off the unit, in enclosed stations. This is in spite of the fact that NSP officers have the same physical proximity, layout, and expectation of touring through living units as do RSP officers. The lack of easy visual access of the station at NSP seems to be a crucial factor in this perception.

In the staff survey, officers in all facilities, except for RCJ, rated their situation as direct supervision (see means in Attachments pp. A-6 and A-8). The singular discrepancy between inmate and staff perceptions is in the case of NSP. Officers apparently focus on the amount of time they spend within or patrolling through the living units, and see themselves as having considerable direct contact with inmates. Where time in the unit seems to be the most salient feature for officers, presence or absence of an accessible station may be more crucial for inmates.

Table III.5-2: Research Team's Rating of Supervision Style

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP
Direct Supervision	X	X	X		X		
Modified Dir. Supv.							X
Indirect Supervision				X			
Indir. Supv. - Intermittent						X	

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 2

Table III.5-3: Inmate Rating of Supervision Style

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	TOTAL
CO In Unit, No Barriers	69	106	65	11	66	0	45	362
CO Next to Unit, Separate	6	2	1	29	2	1	2	43
CO Away from Unit, Look Inside	8	1	6	5	2	48	2	72
CO Away From Unit, Come Inside	5	6	0	16	5	15	6	53

OVERVIEW OF ITEM RESPONSES BY FACILITY

An overview of the mean scores of inmate survey items suggests at least two different dominant influences on inmate responses: the type of supervision (DS vs. IS); and individual characteristics of the facilities (most commonly the level of crowding).

There is a pattern across a number of items of differences among facilities by supervision type - at least as rated by our classification scheme. In general, the facilities using direct supervision were rated better on most issues by both inmates and staff, and for both jails and prisons. With a few exceptions, this was clearly true for amount and type of contact, and for some aspects of safety, vandalism, appearance and cleanliness. For many of these items, the DS facilities rated best. For the three jails, PIMA and CCC consistently rated better than RCJ. Among prisons, LCI and CHIL often rated better than RSP and NSP. Further, RSP often received better ratings than NSP. Results were more mixed on other issues.

Overcrowding also seems to have played an important role in these ratings. In particular, the ratings for CCC and PIMA among jails and LCI among prisons appear to have been negatively affected by the level of crowding.

Staff survey responses were somewhat less consistent (possibly reflecting the lack of differentiation among staff about their supervision styles).

DETAILED ITEM RESPONSES

Sleeping Room Densities

The inmates in the sample were primarily from two-bed rooms in CCC and LCI, with a significant minority in double bunked rooms in CHIL. Inmates in the other facilities were almost exclusively in single rooms (see Table III.5-4).

Table III.5-4: Beds/Room for Survey Respondents

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	TOTAL
1 bed	5	66	20	54	58	37	47	287
2 bed	77	39	51	0	10	15	0	192

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 3

Background Data

Inmates in this sample were mostly males between 22 and 40 years old. Those in jails had typically been in the institution between two weeks to six months. Those in prison had typically sewed from six months to two years. (See Tables III.5-5 through 7.) Staff respondents were typically between 22 and 40 years old, were more likely to be male than female, had some college education, *were* mostly correctional officers, and had between 1 and 5 years job tenure. (See Tables III.5-8 through 12.)

Table III.5-5: Background of Respondents: inmate Sex

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total (%)	Total Number
Male (%)	82%	100%	100%	100%	100%	100%	100%	97%	577
Female (%)	18%	0%	0%	0%	0%	0%	0%	3%	21
Total Number	102	124	90	66	78	70	66		598

Table III.5-6: Background of Respondents: inmate Age

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total (%)	Total Number
<18	0%	0%	0%	0%	0%	1%	0%	1%	2
19-21	15%	3%	4%	2%	14%	23%	5%	9%	54
22-30	41%	45%	49%	42%	44%	30%	34%	42%	248
31-40	36%	37%	32%	37%	25%	35%	30%	34%	202
41-50	6%	12%	11%	15%	9%	9%	18%	11%	66
51-60	1%	2%	2%	5%	3%	1%	9%	3%	17
>60	0%	0%	1%	0%	4%	0%	5%	1%	6
Total Number	99	124	90	67	79	70	87		596

Table III.5-7: Background of Respondents: Inmates' Time in Institution

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total (%)	Total Number
<2Wks	**9%**	**0%**	2%	**0%**	18%	7%	2%	5%	31
2Wks-3Mo	47%	5%	11%	**9%**	43%	41%	5%	22%	133
3-6Mo	28%	7%	11%	3%	25%	26%	8%	15%	90
6 Mo-1 Yr	12%	21%	16%	18%	11%	15%	8%	15%	88
1-2Yr	3%	51%	25%	53%	0%	12%	32%	26%	153
2-5Yr	1%	10%	28%	12%	0%	0%	45%	13%	75
>5Yr	0%	6%	7%	5%	1%	0%	2%	3%	19
Total Number	98	124	89	66	78	69	65		589

Table III.5-8: Background of Respondents: Staff Sex

	CCC	CHIL	LCI	NSP	PIMA	RCX	RSP	Total (X)	Total Number
Male	87%	70%	84%	79%	87%	81%	97%	83%	217
Female	13%	30%	16%	21%	12%	19%	3%	17%	43
Total Number	23	47	76	19	31	26	38		260

National institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 4

Table III.5-9: Background of Respondents: Staff Age

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total (%)	Total Number
<18	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0**
19-21	**0%**	**0%**	1%	1%	3%	**0%**	**0%**	1%	3
22-30	78%	**43%**	59%	47%	23%	50%	45%	50%	129
31-40	17%	32%	25%	32%	52%	42%	45%	34%	88
41-50	0%	17%	13%	18%	18%	4%	8%	12%	30
51-80	0%	9%	0%	0%	7%	4%	0%	3%	8
>60	0%	0%	1%	0%	0%	0%	3%	1%	2
Total Number	23	47	78	19	31	28	38		260

Table III.5-10: Background of Respondents: Staff Education

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total (%)	Total Number
<8 grade	0%	0%	0%	0%	0%	0%	0%	0%	0
9-12	22%	53%	48%	32%	39%	85%	55%	47%	122
13- 16	6 %	36%	54%	64%	55%	35%	40%	49%	125
>17	9%	11%	0%	1%	6%	0%	5%	4%	12
Total Number	23	47	76	19	31	26	38		260

Table III.5-11: Background of Respondents: Staff Time Worked at Site

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total (%)	Total Number
<6Mo	30%	0%	11%	0%	10%	4%	0%	7%	19
6 Mo-1 Yr	13%	8%	24%	11%	10%	23%	0%	14%	35
1-2Yr	43%	77%	13%	74%	10%	0%	8%	29%	76
2-5Yr	9%	13%	53%	11%	45%	27%	84%	40%	103
>5Yr	4%	4%	0%	5%	25%	46%	8%	10%	27
Total Number	23	47	76	19	31	26	38		260

Table III.5-12: Background of Respondents: Staff Position

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total (%)	Total Number
Cm. Officer	100%	58%	8 %	16%	97%	85%	5%	67%	175
Senior Corr. Officer	0%	9%	8%	84%	3%	4%	95%	25%	64
Program Staff	0%	3%	0%	0%	0%	0%	0%	6%	15
Administration	0%	4%	3%	0%	0%	0%	0%	2%	5
Total Number	23	47	75	19	31	26	38		259

INMATE AND STAFF PERCEPTIONS OF FACILITIES

For ease of **analysis** and intelligibility of the data, we have grouped findings by type of institution (jail or prison)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 5

and by type of supervision (direct or indirect). In spite of some inconsistencies in staff **and** inmate perceptions (noted previously), Tables III.5-13 through III.5-25 use the following classification for the institutions in the study:

- · Direct Supervision Jails: CCC and PIMA
- · Indirect Supervision Jails: RCJ
- • Direct Supervision Prisons: LCI and CHIL
- · Indirect Supervision Prisons: RSP and NSP

The data reported here are for those items showing statistically significant differences between types of institutions. Mean scores for all survey items are provided in the Attachments section entitled "Data Tables".

Perceptions of Inmates and Staff at Jails

See Tables III.5-13 and III.5-14 for means for all jail items showing significant differences. Inmate respondents in the direct supervision jails rated their contacts with officers as more friendly and less hostile. They saw the officers as doing a better job protecting inmate safety (see Table III.5-15) and responding more quickly in case of an emergency (see Table III.5-16). They indicated there was less vandalism (see Table III.5-17), more privacy (especially for toilet use), and that the facilities were cleaner. They rated time in these facilities as less stressful.

On the negative side, these direct supervision facilities were clearly rated as more crowded than the indirect supervision jail (see Table III.5-18). This validates objective data that those particular direct supervision facilities were indeed much more crowded. A number of issues which were closely related to crowding were seen as problems by inmates in the direct supervision facilities (i.e., harder access to TVs, phones, etc.).

There were also some inconsistencies among items. For example, inmates in the indirect supervision jail rated officers as involved more in counseling and casual chatting (in spite of clear tracking data showing much less interaction at this facility) (see Chapter III.4).

The view from the correctional officers was generally similar to those of inmates. Officers in the direct supervision jails rated interaction with inmates as more frequent and more positive than did officers in the indirect supervision jail. They rated their facility as having less risk of sexual assault (see Table III.5-19), as safer for officers (see Table III.5.20), and as affording a better response time in case of emergencies than did indirect supervision officers. The direct supervision facilities were seen by officers as better designed to facilitate surveillance, cleaner, and easier for inmate movement. Consistent with inmate ratings, the officers also saw crowding, with its related space and facilities problems, as a much more severe problem in the direct supervision facilities (see Table III.5-21).

Table III.5-13: Scores for Inmate Surveys: Direct and Indirect Supervision Jails

Variable	DS[1]	IS[2]	t=	P<
How often CO counsels inmate'	3.52	3.11	2.18	**0.030**
CO/inmate contacts pleasant	2.91	2.44	2.92	0.004
CO/inmate contacts hostile	3.25	3.77	2.97	0.004
CO protects inmates well	2.45	3.01	2.84	0.005
How long to stop fight	2.78	4.03	5.73	0.000
How long to respond to emergency	2.97	3.59	2.64	0.009
Frequency vandalism in facility	1.74	2.22	2.57	0.011
Frequency of vandalism in room	1.46	1.78	1.93	0.056

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 6

Table III.5-13: (continued)

Variable	DS[1]	IS[2]	t=	P<
Frequency of vandalism in facility	1.61	2.01	2.30	0.024
How satisfied with dayroom	2.86	3.43	3.03	0.003
How satisfied with outdoor recreation	3.45	4.38	5.61	0.000
Enough space for outdoor recreation	3.62	4.37	4.18	0.000
How crowded is facility	4.11	3.64	2.59	0.010
How crowded is room	3.00	2.57	2.08	0.040
How crowded is indoor recreation	3.92	3.15	3.67	0.000
How crowded is dining	3.96	3.01	4.65	0.000
Privacy in shower	2.28	3.87	8.20	0.000
Privacy in toilet	3.30	4.23	5.12	0.000
Too little outside view	2.45	2.96	2.13	0.035
Too noisy for sleep	3.54	4.03	2.40	0.020
Can use phone when need to	3.24	2.61	2.79	0.006
Looks better than expected	2.05	2.75	3.28	0.001
How dean dining	2.08	2.54	2.64	0.010
How clean toilet	1.76	3.00	6.28	0.000
How dean shower	2.66	3.51	4.50	0.000
Stressful here	2.83	3.38	2.22	0.029
Spend much time watching TV	3.08	2.57	2.43	0.017

1 Direct Supervision Jails= CCC, PIMA
2 Indirect Supervision Jails = RCJ
• Score reversed so lower number - better score

Table III.5-14: Scores for Staff Surveys: Direct and Indirect Supervision Jails

Variable	DS[1]	IS[2]	t=	P<
How often CO counsels inmate*	1.89	2.30	1.87	0.070
How often CO/Inmate chat*	1.89	3.18	5.52	0.000
How often work alone	2.26	3.96	5.05	0.000
Little danger of sexual assault	2.19	3.00	3.21	0.002
COs feel safe in unit	2.13	2.67	2.10	0.040
How long to stop fight	1.98	2.52	1.93	0.060
Design aids surveillance	2.74	3.28	1.72	0.093
How satisfied with dayroom	2.00	1.59	1.90	0.062
Enough space in rooms	2.35	1.82	1.90	0.062
Enough space for dining	2.30	1.69	2.35	0.022
Enough phones	2.70	2.04	2.08	0.040
How crowded is facility	4.54	3.44	4.21	0.000
How crowded is living area	3.89	2.89	3.21	0.000
How crowded is recreation area	3.33	2.52	2.81	0.012
Privacy in room	1.37	2.67	4.47	0.000
Privacy in talking with inmate	2.93	2.00	3.07	0.003
Enough sunlight	2.04	3.15	3.16	0.003
Too little outside view'	3.02	1.44	5.55	0.000
Too noisy for conversation	3.89	3.07	2.60	0.012
Can go without escort	3.79	4.52	2.56	0.013
How dean facility kept	1.89	1.56	1.87	0.070

1 Direct Supervision Jails- CCC, PIMA
2 Indirect Supervision Jails = RCJ
• Score reversed so lower number - better score

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 **Case** Study Findings: Questionnaires

Page III.5 - 7

Table III.5-15: Inmate Survey Data for Jails: How Well Correctional Officers Protect Inmates

	Protect Very Well 1	2	3	4	Protect Very Poorly 5	%	N
Direct Supervision	31.87	23.08	26.92	4.95	13.19	100	182
Indirect Supervision	22.22	15.28	26.39	11.11	25	100	72
Average	29.13	20.87	26.77	6.69	16.54	100	
Total No. Respondents	74	53	68	17	42		254

Table III.5-16: Inmate Survey Data for Jails: Speed of Correctional Officer Response

	<30 sec.	30-60 sec.	1-2 min.	2-3 min.	3-5 min.	>5 min.	%	N
Direct Supervision	16.48	33.52	23.08	14.84	7.14	4.95	100	182
Indirect Supervision	7.04	14.08	19.72	14.08	18.31	26.76	100	71
Average	13.83	28.06	22.13	14.62	10.28	11.07	100	
Total No. Respondents	35	71	56	37	26	28		253

Table III.5-17: Inmate Survey Data for Jails: How Much Vandalism

	Very Little 1	2	3	4	Very Much 5	%	N
Direct Supervision	59.34	19.23	13.19	4.95	3.30	100	182
Indirect Supervision	45.83	18.06	18.06	4.17	13.89	100	72
Average	55.51	18.90	14.57	4.72	6.20	100	
Total No. Respondents	141	48	37	12	16		254

Table III.5-18: Inmate Survey Data for Jails: How Crowded is Facility

	Very Little 1	2	3	4	Very Much 5	%	N
Direct Supervision	7.78	4.44	16.11	12.22	59.44	100	182
Indirect Supervision	8.70	8.70	28.99	17.39	36.23	100	72
Average	8.03	5.62	19.68	13.65	53.01	100	
Total No. Respondents	20	14	49	34	132		249

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 **Case** Study Findings: Questionnaires

Page III.5 - 8

Table III.5-19: Staff Survey Data for Jails: Risk of Sexual Assault

	Very Little 1	2	3	4	Very Great 5	%	N
Direct Supervision	38.89	24.07	22.22	9.26	5.56	100	54
Indirect Supervision	11.11	7.41	59.26	14.81	7.41	100	27
Average	29.63	18.52	34.57	11.11	6.17	100	
Total No. Respondents	24	15	28	9	5		81

Table III.5-20: Staff Survey Data for Jails: How Safe is Correctional Officer in Unit

	Very Safe 1	2	3	4	Very Unsafe 5	%	N
Direct Supervision	33.33	31.48	25.93	7.41	1.85	100	54
Indirect Supervision	14.81	29.63	37.04	11.11	7.41	100	27
Average	27.16	30.86	29.63	8.64	3.7	100	
Total No. Respondents	22	25	24	7	3		81

Table III.5-21: Staff Survey Data for Jails: How Crowded is Facility

	Very Uncrowded 1	2	3	4	Very Crowded 5	%	N
Direct Supervision	0	3.7	1.85	31.48	62.96	100	54
Indirect Supervision	3.85	15.38	15.38	50	15.38	100	26
Average	1.25	7.5	6.25	37.5	47.5	100	
Total No. Respondents	1	6	5	30	38		80

Perceptions of Inmates and Staff at Prisons

See Tables III.5-22 and III.5-23 for means for all prison items showing significant differences. Inmates in the direct supervision prisons rated their settings as having more officer contact, and said that the contact was less formal, more friendly and less hostile than did inmates in the indirect supervision facilities (see Table III.5-24). They saw less chance of a correctional officer-inmate attack, fewer fights (see Table III.5-25), and faster correctional officer response to emergencies. They felt less stressed than inmates in the indirect supervision prisons, as indicated by lower scores on the somatic complaint scale. They also felt the living units were cleaner, less vandalized, and better in appearance.

As in the jails, however, inmates in direct supervision prisons rated their settings as significantly more crowded than did indirect supervision inmates. Possibly as a consequence, they also saw risk of inmate-on-inmate attacks and sexual assaults as greater (largely because of shared rooms).

The staff data for prisons is not as clear. Officers in direct supervision prisons indicated that they had more interaction with inmates than did those in indirect supervision facilities. They also felt the facilities offered

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 9

better surveillance, better designed staff control areas, and were cleaner. Indirect supervision officers, however, **rated their** prisons somewhat better in terms of ease of contacting another officer and lower risk of sexual assault. They saw their setting as less crowded and having more adequate resources in terms of TVs, phones, and cell privacy.

Table III.5-22: Scores for Inmate Surveys: Direct and indirect Supervision Prisons

Variable	DS[1]	Is[2]	t=	P<
How often inmate talks with CO*	1.95	2.19	1.87	0.060
How often CO counsels inmate*	3.34	4.01	4.77	0.000
How often CO/inmate chat'	2.33	2.61	2.16	0.030
CC/inmate contacts pleasant	2.65	3.29	4.67	0.000
CO/inmate contacts business-like*	3.14	2.78	2.40	0.017
CO/inmate contacts hostile'	2.35	2.94	3.98	0.000
CC comfortable on unit	2.27	2.75	3.26	0.001
Little danger of inmate/inmate attack	3.36	2.93	2.73	0.007
Little danger of CO/inmate attack	2.56	3.33	4.76	0.000
Little danger of sexual assault	2.42	2.11	2.09	0.038
How long respond to emergency	2.99	3.94	5.18	0.000
How often inmate/inmate fight	2.77	2.52	1.85	0.066
How often CO/inmate fight	1.58	1.97	3.19	0.002
Frequency of vandalism in room	1.44	1.81	2.91	0.004
How satisfied with room	2.36	2.97	3.79	0.000
How satisfied with dayroom	2.85	3.26	2.84	0.005
How satisfied with dining	3.76	2.96	5.35	0.000
How satisfied with indoor recreation	2.99	3.55	3.67	0.000
How satisfied with outdoor recreation	2.66	3.68	6.53	0.000
Enough space for dining	3.50	2.83	4.33	0.000
Enough space for outdoor recreation	2.13	3.57	9.53	0.000
Enough space for storage	3.32	4.18	5.57	0.000
Enough phones	4.56	4.16	3.23	0.001
Enough TVs	3.22	2.75	2.83	0.005
How crowded is facility	3.74	3.21	3.44	0.001
How crowded is room	2.58	2.08	3.05	0.002
How crowded is indoor recreation	3.76	4.16	2.96	0.003
How crowded is dining	4.36	3.72	4.86	0.000
Privacy in conversation	2.88	3.73	5.75	0.000
Enough dayroom reading light	1.54	1.75	1.82	0.070
Enough sunlight	2.16	2.68	3.14	0.000
Too little outside view*	2.03	2.77	4.23	0.000
Noise in dayroom*	2.56	1.90	4.39	0.000
Too noisy for TV	2.29	1.56	5.81	0.000
Too noisy for sleep	2.77	3.20	2.52	0.012
Can't change TV channel/volume*	1.99	2.74	4.26	0.000
Can use phone when need to	3.40	2.85	3.13	0.002
Can't shower whenever want'	1.79	2.23	2.65	0.008
Can go without escort	2.31	3.08	4.26	0.000
Looks better than expected	1.53	2.14	4.40	0.000
Colors unpleasant	3.36	2.77	3.75	0.000

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 10

Table III.5-22: (continued)

Variable	DS[1]	Is[2]	t=	P<
How dean facility kept	1.31	1.64	3.71	0.000
How dean dining	2.95		5.85	0.000
How clean toilet	1.23	1.47	2.51	0.013
Spend little time active'	2.21	2.53	1.92	0.060
Somatic stress	1.71	2.20	3.29	0.002

1 Direct Supervision Jails- CCC, PIMA
2 Indirect Supervision Jails - RCJ
. Score reversed so lower number - better score

Table III.5-23: Scores for Staff Surveys: Direct and Indirect Supervision Prisons

Variable	DS[1]	Is[2]	t=	P<
How often inmate/CO talk'	1.41	1.72	2.33	0.020
How often work alone'	2.37	3.05	2.56	0.012
It is easy for inmate to contact CO	2.18	1.75	2.40	0.018
Little danger of sexual assaut	3.40	2.93	2.34	0.021
COs feels safe in unit	2.94	2.50	2.17	0.032
How often sexual assault occurs	2.79	2.09	3.91	0.000
Surveillance in living area	2.85	3.60	3.42	0.001
Surveillance in residential control area	2.76	3.35	2.86	0.005
How satisfied with CC station	3.30	3.68	2.67	0.008
Enough space in rooms	2.34	1.94	2.00	0.048
Enough space for dining	2.59	1.72	4.73	0.000
Enoughphones	3.10	2.24	4.09	0.000
Enough TVs	2.35	1.72	3.81	0.000
How crowded is facility	3.58	3.20	1.83	0.070
How crowded is living area	3.32	2.70	2.85	0.005
How crowded is paperwork area	3.07	2.61	2.16	0.030
Privacy in shower	2.05	1.40	4.20	0.000
Privacy in toilet	2.35	1.68	4.01	0.000
Privacy in talking with inmate	2.53	2.07	2.52	0.013
Enough dayroom reading light	1.54	1.32	1.84	0.070
Enough sunlight	2.04	1.53	3.08	0.003
Can go without escort	2.01	1.58	2.45	0.016
How dean facility kept	1.72	2.00	2.01	0.046

1 Direct Supervision Jails- CCC, PIMA
2 Indirect Supervision Jails - RCJ
. Score reversed so lower number - better score

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 11

Table III.5-24: Inmate Survey Data for Prisons: How Friendly Is Correctional Officer/Inmate Contact

	Very Friendly 1	2	3	4	Very Unfriendly 5	%	N
Direct Supervision	22.9	21.96	32.71	12.62	9.82	100	214
Indirect Supervision	11.11	9.63	42.22	13.33	23.7	100	135
Average	18.34	17.19	36.39	12.89	15.19	100	
Total No. Respondents	64	60	127	45	53		349

Table III.5-25: Inmate Survey Data for Prisons: Number of Correctional Officer/Inmate Fights

	Very Few 1	2	3	4	Very Many 5	%	N
Direct Supervision	66.36	17.76	9.81	4.21	1.87	100	214
Indirect Supervision	51.13	18.05	19.55	5.26	6.02	100	133
Average	60.52	17.87	13.54	4.61	3.46	100	
Total No. Respondents	210	62	47	16	12		347

OVERCROWDING

There are several pieces of data, including those noted above, which suggest that overcrowding in the direct supervision facilities affected inmate and staff responses on several items. Two of the facilities which otherwise represent models of direct supervision are the most overcrowded (CCC and LCI). Overcrowding takes the form of the use of double bunking in rooms, and in a total living unit population higher than the initial or rated capacity. The two other direct supervision facilities (PIMA and CHIL) have less critical crowding, but still have a percentage of inmates in double bunked rooms which were originally intended as singles. By comparison, the indirect facilities in our sample are the least crowded.

These physical conditions were reflected in the ratings on crowding items. CCC and LCI were consistently rated poorly by inmates and staff on crowding items describing inmate spaces. RCJ, RSP and NSP typically rated better on crowding in living unit spaces.

There are some data which indicate that, overall, inmates in single rooms feel significantly safer than do inmates in double rooms (see Table III.5-26). This would account for the less positive ratings of safety on some items, especially for LCI.

While strongly influenced by crowding, perceived safety does also seem to be related to inmate perception of supervision style (item 2 on the Inmate Survey). Inmates who saw staff as being in their living area most of the time felt better protected and less in danger from officers than did inmates who perceived officers as mostly away from the living units.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 **Case** Study Findings: Questionnaires

Page **III.5 - 12**

OPEN-ENDED COMMENTS

Over 250 open-ended comments were provided by inmates on the survey forms. The comments were content coded for analysis (see Table III.5-26). Most of the comments represented complaints about specific staff actions, policies or conditions, although there were some general statements (e.g., "this place stinks," or "this place is pretty good").

Negative comments are typical in any evaluation, since problems are often more apparent and salient than good features. This is even more true in confinement settings, where "gripes" and "bitching" are the norm. These complaints should be viewed in terms of specific content of responses, and taken seriously when they are overwhelming in focus, or are supported by other sources of data, as are some of the responses below.

Most comments were complaints about aspects of institutional life and were more likely to refer to policy or operations than physical setting. Most common were complaints about food quality or amount (48) and staff attitudes (35). Others complained of lack of programs or activities, and insufficient medical services.

The most common physical setting comment was on institutional crowding (28) and lack of yard or outdoor space (16). Inmates in several settings also noted a need for more access to telephones (16). Occasional comments referred to excess noise (5) and poor heating or ventilation (5).

Table III.5-26 Types of Open-ended Survey Comments, by Facility

	CCC	CHIL	LCI	NSP	PIMA	RCJ	RSP	Total
Facility Good	3	15	8	0	1	3	3	33
Facility Bad	4	1	3	0	1	0	0	9
CO Bad	5	9	5	4	10	0	2	35
CO Good	0	2	0	0	2	0	0	4
Crowded	3	2	15	0	7	0	1	28
Need Prog.	5	6	0	2	4	4	2	23
Need Phones	1	11	1	0	1	0	1	15
Need Yard Space	2	2	7	1	3	0	1	16
Need Medical Service	3	4	0	0	0	6	0	13
Noise Problems	1	4	0	0	1	2	0	8
HVAC Problems	1	0	0	0	1	3	1	6
Bad Food	18	9	3	0	8	10	0	48
Good Food	0	1	0	0	0	0	0	1
Total Number	46	66	42	7	39	28	11	239

Comments By Facility

One obvious finding which is supported by the survey items and tracking data ls the large number of spontaneous positive comments about the environment at CHIL and to a lesser degree LCI. Almost all of the general positive statements were made in these facilities. They were also the only facilities in which the general positive comments outnumbered negative ones (15:1 at CHIL; 8:3 at LCI). Given the "complaint" norm for prisons noted above, this is a remarkable result.

CHIL was also one of the only facilities to have spontaneous comments on the good quality of staff. The main significant negative response at CHIL was about the shortage of available telephones (11).

A number of facilities drew comments on negative qualities of officers. This was true of facilities which otherwise rated well on the survey (CHIL = 9, PIMA = 10, LCI = 5). A large portion of these comments were

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.5 Case Study Findings: Questionnaires

Page III.5 - 13

that the officers and rules were too "picky" and that very small rule infractions were likely to draw a disproportionate response. This apparent response may actually be directly related to the intent of DS, which often strives to make inmates responsible for minor infractions which might be ignored in other settings.

While there were very few comments overall **at** NSP, most of those were about officer qualify. In these cases, the comments were more likely to note negative, unpleasant, or confrontational officer attitudes toward inmates.

Consistent with the survey ratings, crowding was spontaneously mentioned as an obvious and significant issue for inmates at LCI (15) and to a lesser degree at PIMA (7) and CCC (3). Inmates at LCI also noted problems with lack of space for yards and activities (7).

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.6 Case Study Findings: Interviews

Page III.6 - 1

III.6 CASE STUDY FINDINGS: INTERVIEWS

This chapter presents the findings from interviews with inmates and staff. Interviews were completed at six of the seven case study sites (all but Contra Costa County). The interview questions were quite similar for inmates and staff, with slightly different wordings. Since the interviews were open-ended, there were many other prompts and digressions. Responses are synthesized here by issue, with the questions reproduced for each topic. We have noted that in many cases interviewees have used the opportunity to complain about operations, rules, food, and other issues which are beyond the scope of this study. Those comments have generally been ignored.

OVERALL IMPRESSIONS

Inmates: How do you feel about living in the housing unit you are assigned to?
Staff: How do you feel about working in the housing unit you are assigned to?
Staff: What do you think about the impact of housing unit design and operations on inmates?

Some of the **direct supervision** institutions received highly positive comments, along the lines of "this is the best facility I've ever been in." The facilities were characterized as low stress settings. Inmates said: "To me it's paradise;" "if you got a problem, there's a pod officer to take care of it." One staffer said, "I like it. It doesn't seem like a prison. Many inmates come expecting a prison with bars. At first it makes them nervous, but they adjust. It puts more responsibility on them." But one officer preferred the more traditional prison (with bars) that he had worked in before, feeling that roles and expectations were clearer. Overcrowding, where it existed, clearly made inmates more negative about settings.

At the **indirect supervision** institutions, comments were neutral to negative, with some inmates finding the settings rather stressful. Staff in the indirect facilities bemoaned the lack of visibility of inmate areas. Inmates seemed to find these facilities more stressful than did direct supervision inmates, and particularly noted difficulties in staff contact.

SAFETY AND SECURITY

Inmates: How safe is it for you here?
Staff: How safe is it for you here, especially when working at your typical post? Does the design (and operation) of the housing unit affect security?

Inmates in **direct supervision** facilities generally express feeling quite safe. This relates to the low levels of stress and high levels of interaction with staff, who they feel are there to protect them. Classification of inmates is also praised as contributing to safety. Problems are seen when no staff are present (in one direct facility, this is in part a measure of the level of trust, even though it is largely due to lack of staff), or when overcrowding limits staff knowledge and control of what is going on. Staff feel very comfortable within the living units. This includes female staff. Inmates are not thought to have or need weapons (to protect themselves from other inmates). Some staff express concern about isolation or the lack of backup, where this occurs. The issue of provision of a booth as haven is unresolved. Where they exist in direct facilities, staff seem to appreciate them. At one overcrowded direct facility, staff seemed to wish they had them. Others did not feel the need. The commonest reported source of tension and fights (in all types of facilities) is the lack of resources, especially telephones.

In **indirect supervision** facilities, there is clearly less of a feeling of safety among both inmates and staff. Inmates do not feel protected by staff and have to fend for themselves. At one jail, staff feel safe in their control booths, but do not want to enter the living units unless inmates are locked down. These staff feel safest when they have very complete visibility and the refuge of an enclosed booth.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.6 Case Study Findings: Interviews

Page III.6 - 2

While all felt that attacks and assaults were rare in both of the indirect supervision prisons, officers as well as inmates commented that the need for the officer to tour a pair of living units caused inmates some jeopardy during the time the "cop is on the other side." The presence of single cells is seen as an important aid to safety, although difficulty in accessing single cells in NSP is a handicap. Safety seemed closely connected to staff presence, such that it seemed somewhat less a concern for inmates at RSP than at NSP.

PRIVACY

inmates: Does the housing unit give you the privacy you need?
Staff: Does your work setting give you the privacy you need to do your job?

Privacy is not related so much to supervision mode as to other factors (single versus double occupancy cells, crowding, noise, placement of telephones, provision of off ices). Inmates in double cells complained of a lack of privacy as did those in a facility with toilets visible from the dayroom. Ease of access to rooms is an important factor in inmates' perceived privacy. Privacy for phone conversations and places for staff an&or inmates to gather for a private conversation were felt to be important. Staff needed a place for paperwork, though this did not need to be an enclosed control booth. In one of the indirect supervision facilities, staff complained that inmates had privacy from staff but not from each other.

PROVISION OF FACILITIES AND GENERAL QUALITY

Inmates: How do you feel about the equipment or activities available to you in the housing unit?

Again, facilities are not related to supervision mode. As mentioned above, telephones were often cited as lacking. Where recreation was not easily accessible, inmates complained. In prison settings, inmates had much more scope to have their own televisions.

STAFF-INMATE INTERACTION

Inmates: What are your contacts with staff like?
Staff: What are your contacts with inmates like?

A key difference between supervision modes becomes clear with these questions. In direct **supervision** facilities, staff -inmate interaction is described as frequent, professional to pleasant in nature, inmates feel that they have easy access to staff when they need or want it. Officers feel that they get to know the inmates well (which helps in evaluating them). Officers state the need to keep contacts from getting too personal or friendly. One inmate said, "At a lot of places they [officers] sit at a window [in a control booth] and look through, but with the guy in here [in the dayroom] something comes up and you can talk to him."

In **indirect supervision** facilities the quantity and quality of interactions is described as being much lower. At an indirect jail, inmates described feeling isolated from staff and unable to get an officer's attention when needed. They admitted going out of their way to hassle the officers, who in their turn, perceived much verbal abuse from inmates. Between the indirect and hybrid prisons, there was a considerable difference in interactions due to the character of the staff station. Where it was enclosed, inmates reported unpleasant interactions and officers reported less frequent contacts. Inmates in both the indirect supervision prisons reported contacts to be only occasional, while officers saw them as more frequent. Both groups reported typical interactions to be perfunctory - brief discussions over unit business.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.6 Case Study Findings: Interviews

Page III.6 - 3

CARE OF FACILITIES

Inmates: How do inmates treat the housing unit?
Staff: How do inmates treat the housing unit?

There was little difference in the level of care (or degree of vandalism) reported at the various sites. All reported a rather good to good level of care. At some of the direct supervision facilities, this was attributed to the clear expectations, reward system, and continual observation by staff.

CROWDING

Inmates: What is it like when it gets crowded here?
Staff: What aspects of design or operations help you or hinder you in dealing with overcrowding when (and if) it occurs?

By and large, the **indirect supervision** facilities in our sample were not overcrowded, so our results are not enlightening regarding any differences in coping that might be due to supervision. By contrast, all the direct **supervision** facilities in our sample were experiencing some degree of overcrowding. This varied from crowding in one or two units, to distributed double bunking of about 40% of the rooms throughout the facility, to one facility that was greatly overcrowded throughout (a second facility under these conditions did not supply interview data). All comments agreed that overcrowding leads to negative outcomes for those who experience it. While limited overcrowding (say of one unit or of some sleeping rooms) is seen to be manageable, it is also clear that at a certain point crowding begins to subvert the benefits, and perhaps to undermine the effectiveness, of direct supervision. When it gets more severe, it is seen as raising tension, putting added stress on equipment and support spaces (e.g., dining and recreation), causing more fights, reducing safety, and leaving staff unable to personally know each inmate.

Among the strategies for coping with overcrowding, adding equipment (phones, TVs) and staff, as well **as** using the single occupancy moms as rewards and the overcrowded areas for new arrivals and short-termers, were mentioned. (Some of the problems of going to two staff in a unit, such as them spending more time interacting with each other and less with inmates, are discussed elsewhere in this report.)

CONTROL OVER ENVIRONMENT

Inmates: What kind of control do you have over the lighting and temperature in the housing unit?
Staff: What kind of control do you have over the lighting and temperature in the housing unit?

The **direct supervision** facilities generally seem to provide inmates more control over lights and sleeping room doors, with two of the prisons even supplying inmates with their own keys. This is in keeping with a philosophy of encouraging responsible behavior. One indirect supervision prison (RSP) allowed inmates keys to their own rooms, while the other (NSP) used sliding doors opened from the control room. The RSP door procedure was seen as a positive feature by staff and inmates, with the control over room entry significantly **aiding** privacy and reducing stress. The NSP operation was viewed as a negative by almost all staff and inmates - it was cumbersome, time consuming, and difficult to use. In general, there seems to be little ability to control temperature in any of the facilities (heat and cooling seem to be provided centrally, though some facilities had openable windows).

SYNTHESIS: FEATURES TO KEEP OR CHANGE

Inmates: What aspects of the housing units design and operation work well? What would you change

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
III.6 Case Study Findings: Interviews

Page III.6 - 4

about the design or operation of the housing unit you live in?
Staff: What aspects of the housing unit's design and operation work well? What would you change about the design or operation of the housing unit you work in?

There were no clear contrasts between the supervision modes. In general, respondents appreciated dayrooms for openness, visibility and provision of equipment (when adequate) and complained when visibility was impaired or equipment inadequate. Single rooms were greatly praised for their provision of privacy. Staffing at less than the full complement and overcrowding were uniformly rejected. Inmates in the indirect supervision prisons clearly wanted more access to fresh air, reduced noise, and greater facilities. They also criticized the lack of a continual officer presence. Staff in these facilities also criticized the intermittent officer presence. The most interesting difference among them was that officers at NSP felt constricted by the enclosed officer booth, and wanted greater inmate contact. RSP officers, on the other hand, felt exposed at the open station, and wanted greater enclosure and protection from inmates.

PART IV: CONCLUSIONS

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
IV.1. Conclusions

Page IV.1 - 1

IV.I. CONCLUSIONS

INTRODUCTION

This study set out to find the salient differences among correctional facilities operated by the divergent inmate management styles which are characterized as direct and indirect supervision. We have reported above on the methods and findings from a broad mailout survey and seven in-depth case studies. While some desired data could not be reliably assembled, we have amassed a great deal of pertinent information. We have also gained impressions from the exposure to so many individuals involved in both forms of supervision. These impressions are shared below, along with our summary of "hard" data findings.

Our study has revealed some of the multiple facets of direct supervision. Direct supervision reflects the physical design and condition of a facility, the policy and rules which govern staff supervision, the location of staffing, but also perhaps a "state-of-mind" of the officers and the inmates.

According to its proponents, the direct supervision style defines supervision as a matter of proximity and interpersonal relations, more than of visual observation from a distance. Security and safety come from the officer's function as a social facilitator and service provider, as much as from being "the cop on the beat." Indirect supervision relies more on on visual observation under conditions of physical separation of inmates from staff. Thus, the indirect jail we studied relied heavily on view ports, electronic surveillance, and secured staff **areas** away from inmates. And the indirect prison installed closed control stations specifically to reduce officer vulnerability to inmates.

Based upon claims made by proponents and findings from prior research, we hypothesized that direct supervision facilities would perform better on most measures impacting staff and inmate perception, behavior, communications, safety, health, and so forth. It was also thought that direct supervision might cope better with crowding, cost less to build and operate, and have rather specific design implications. This final chapter, then, reports on our conclusions in reviewing the findings. These will be discussed by issue, comparing direct and indirect supervision facilities on each one. Finally, the limitations on our findings will be discussed, and recommendations for further studies will be offered.

REVIEW OF FINDINGS

What is Direct Supervision, Anyway? (Or, "Indirect Supervision, By Any Other Name')

Many prisons describe themselves as direct supervision, even though they have enclosed control booths at the housing units with at least some of their staff stationed in them. These staff are typically responsible for controlling doors, communicating over loudspeakers, and providing back-up. In addition, they have one or more staff who are stationed within the housing unit. This may be a floor officer who is assigned to the dayroom in one housing unit, or a "rover" who circulates among units - but spends a considerable amount of time face-to-face with inmates. This officer is typically responsible for room or cell checks, close up observation of activities and equipment, and direct communication with inmates. We refer to these facilities as "hybrids" (and one was included among our case studies). In fact, "pure" indirect supervision appears to be unusual among medium security prisons. These facts make it difficult to classify prisons and to identify ones that are truly limited to indirect supervision.

Jails, by contrast, appear to more closely follow the direct/indirect dichotomy. The preponderance of jails do not appear to station officers within the housing unit dayrooms (and rovers appear to typically do little more than perform security checks) and, thus, would be clearly classified as indirect supervision. The direct supervision jails are all quite new. However, some of them are provided with enclosed control booths, either because the system committed to direct supervision after plans were finalized, or as a fall back (preserving the option of reverting to indirect supervision at a later date) or as a failsafe measure (a haven in emergencies). See the discussion below of ways in which the presence of the booth may subvert direct

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
IV.1. Conclusions

Page IV.1 -2

supervision goals.

How Is Each Supervision Mode Perceived By Management?

Assuming that direct supervision and indirect supervision are understood, how do administrators and others perceive the appropriateness of each mode? From our mailout survey, we found that there was a trend toward direct supervision facilities being rated somewhat better. As one might expect, managers of direct supervision facilities were significantly more likely than managers of indirect facilities to feel that direct supervision was an appropriate design and management form for many or all inmate types. In interviewing these managers, we found a tendency for them to be "true believers," almost totally convinced about the efficacy of direct supervision and, possibly, blind to any possible shortcomings. Since direct supervision is the relatively new and less common mode of supervision, it is perhaps natural for these managers to be self assured and even evangelical. Managers in the more prevalent indirect supervision facilities have no need to convince people that their mode is viable - and may well never have even considered the direct supervision alternative. On the other hand some highly professional managers of indirect supervision facilities are becoming somewhat defensive, and wish to prove that they can achieve the same positive outcomes as direct supervision claims.

In What Ways Do Direct and Indirect Facilities Differ Physically?

We have mentioned the presence of an enclosed control booth at the housing unit as characterizing indirect supervision facilities (though this has been demonstrated not to necessarily be a decisive differentiation). We have also found from the mailout and case study surveys that direct supervision facilities are more likely to be "softer" and more "normalized" (e.g., to have movable furniture, wooden doors, and upholstered furniture). They do not, however, seem to be any more likely to have single versus double occupancy cells. The cells in direct supervision facilities, on the other hand, are more likely to have more amenities than those in indirect facilities. Sanitation levels, cleanliness and overall condition were not found to differ.

How Critical Is the Built Environment?

Three issues are dealt with here: environmental quality, visual surveillance, and the provision of an enclosed control booth.

How much does an improved **quality of environment** contribute to inmate management or other beneficial outcomes? Many interviewees spoke of the kind of behavioral expectations which the environment sets up. Direct supervision administrators were more likely to rate "softer," more flexible, and more "normalized" furniture as appropriate for their facility. From the case studies, inmates were more favorable **toward** conditions in the direct supervision than in the indirect supervision facilities. direct supervision facilities were perceived as more satisfactory, and as having better privacy, and better environmental conditions.

The "softest" facility in the case study survey was Contra Costa (which was also suffering from extreme overcrowding). It did not seem to derive great added benefits in terms of outcomes compared to the other, harder direct supervision facilities (such as Pima or Lieber which have soft features but are relatively hard). An unanswered question, then, is at what point are the desired expectations communicated (or not) to inmates and staff?

A great deal of effort in correctional facility design has gone into making cell doors, the dayroom and other inmate-occupied areas visible from a staff station. In either supervision mode, staff gain a tremendous amount of information about goings on in the unit by **visual observation.** Good visibility was uniformly praised and poor visibility decried where they were perceived to exist. Of course, if staff are not limited to a fixed vantage point from a control booth, the geometry of the unit becomes less important. With staff moving about, the openness of a direct supervision dayroom (if there are not significant blind spots or hidden areas)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
IV.1. Conclusions

Page IV.1 -3

appears to suffice. Interestingly, administrators of direct supervision facilities rated their facilities as better on ability to survey the setting than did those from indirect supervision. Thus, visibility from a fixed control station is all important in indirect supervision facilities.

The provision - or not - of an **enclosed control booth** (assumed for indirect supervision facilities) does seem to be quite critical in direct supervision facilities. While many indirect supervision systems appear to believe that the booth is needed for security or as refuge, it is clear from observations and interviews that it is possible to do without it very successfully (e.g., at Contra Costa, Ross and Lieber). On the other hand, several staff at a direct supervision faciiii which has a booth (Pima) felt that its presence was a benefii as a refuge (for paperwork and potentially for emergency escape). In direct supervision facilities with control booths, the challenge is to manage staff so that they do not "hang out" in the booth, rather than circulating through the unit. This problem seems to be magnified when more than one staff is assigned to a unit (see discussion of overcrowding below).

The comparison between the two New Jersey prisons is particularly interesting with regard to the control booth, since the housing units are essentially identical except for the degree of enclosure at the officer station. Each prison has two officers assigned to a pair of living units, and at each one an officer remains at the station while the other roams through the two units. At one, however, both officers are in contact with inmates. An inmate can contact the desk officer by simply leaning over the desk and talking to him or her. At the other, however, the stationary control officer is within a glassed in booth and functions only to operate the control panel, provide limited visual surveillance of living units through glass panels, and, if needed, provide back-up to the floor officer.

Inmates were clearly aware of this distinction, and rated the former as a direct supervision facility, and the latter as an indirect supervision facility. Interestingly officers rated the latter as a direct supervision facility, apparently focussing on the time they spend "on-tour" in the living units.

Is One Mode Safer Than The Other For Inmates or Staff?

While objective, comparative measures of safety such as numbers of physical and sexual assaults, suicide attempts, and escapes were impossible to obtain, there is considerable evidence that direct supervision facilities are seen as safer than indirect supervision ones. From our mailout survey, we found that direct supervision administrators rated their facilities as better on variables of safety and reported fewer incidents of violence (at borderline significance levels) than did indirect administrators.

The evidence from the case studies is less clear and appears to have been distorted by extreme overcrowding at two of the direct facilities. However, when crowding (in the form of double bunking) at the prisons is controlled for, inmates appear to feel considerably safer in direct supervision facilities. Among jails, even the crowded direct supervision ones perform better than the lower density indirect supervision one, according to both staff and inmates. Inmates at the indirect supervision jail feel less well protected by officers and more exposed to sexual assault, and officers, too, feel less safe (even with their control booths).

A clear differentiation is seen in terms of staff response time to a fight or emergency. The direct supervision facilities were seen by inmates as providing an acceptably quick response (under a minute), while the indirect supervision facilities were felt to have unacceptably long response times (in the 3 to 5 minute range).

Perceived inmate safety relates to their perception of the officers' location. Where the officer is seen as mainly being in the housing unit rather than away (in a booth), inmates feel better protected and even in less danger from the officers themselves.

How Do Staff and Inmates Interact in the Two Modes?

Our data provide considerable, but not complete, support for some of the assumptions which underlay the

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
IV.1. Conclusions

Page IV.1 -4

operation of direct supervision facilities. The observations of staff and inmate interaction showed that officers in direct supervision facilities do indeed spend their time within the living units and largely in interaction with inmates. In the indirect facilities this was much less so. In the indirect jail, not only did officers stay outside the living unit, but the data also show their interactions to be largely with other staff at their stations. Inmate contacts were brief, limited, and at the unit entrance.

The interview comments also reflect some of these differences. Direct supervision officers, for example, were more likely to see their job as involving counseling, and regularly spoke of "stopping problems before they start." Inmates who had experienced both types of supervision contrasted the difficulty of talking with the "guy in the booth" in other facilities with the ease of simply approaching the officer in the dayroom: "if something comes up, you can just talk to him."

Who Is In Control of the Institution?

Staff, rather than inmates, appear to be in control of direct supervision facilities. Staff and administrators feel positive about this. Inmates appreciate the safety it gives them, but some miss the "old days" (in other facilities) when they ran the institution. With officers having so much knowledge and control (and an absence of more serious incidents), some inmates complain that even petty rules are enforced (which would be overlooked in other institutions). An inmate might get written up in a direct supervision facility for not having a clean room, where it would take something much more serious in an indirect supervision facility.

Does Supervision Mode Have an Impact on Coping With Overcrowding?

Crowding (occupancy above design or rated capacity) has been mentioned several time above as having a negative or distorting effect on the results at direct supervision facilities. It is important to recognize that crowding is part of a complex set of effects, including physical and social density, number of inmates assigned to sleeping rooms, and living unit size, among other factors.

In our case studies, we found some ratings of institution safety, for example, where direct supervision facilities did not rate as well as some indirect supervision facilities. This seems to be related to the level of overcrowding in the direct supervision facilities, to the sheer numbers of inmates on living units, and to staff-inmate ratios. In fact, the direct supervision housing units were much larger than the indirect supervision - and far more over capacity.

For example, one of the direct supervision jails in our sample has two correctional officers for 100+ inmates on one living unit designed for about 45 inmates. The indirect supervision jail, by contrast, has 3 officers to supervise 56 to 60 inmates and is operating at design capacity. These inmates are in 8 distinct, very small pods of 7 to 10 beds. Similar contrasts in crowding and living unit size exist for our prison sites.

There are several conclusions which seem fair about crowding in direct supervision facilities. First, the direct supervision sites seem to hold up fairly well under what in some cases is extreme overcrowding. For some factors, the overcrowded direct supervision facilities are operating as well as - and in some cases as or better than -the indirect supervision facilities.

Yet direct supervision is clearly provides no immunity against problems. There are warnings in our data of potential problems from continued crowding. And in some ways, the crowding seems to strike at the foundation of the principles of direct supervision. For example, one sees officers are spending more time with other officers and at their desks than the direct supervision model would propose. Officers also indicate that they are increasing unfamiliar and out of touch with inmates.

One issue at the heart of direct supervision problems with crowding comes from adding extra officers on the living unit as population increases. At one direct supervision facility, officers explicitly stated that adding an extra officer does not compensate for dealing with additional inmates. For example, one officer may be able

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
IV.I. Conclusions

Page IV.1 -5

to reasonably deal with 60 inmates on a direct supervision unit and be able to know their names and problems. However, if the population doubles, neither of the two officers can know 100 inmates as well as one can know 60. The nature of the job and the form of interactions with inmates change.

Adding a second officer provides limited help, and may be a hindrance in some ways. Many inmates will remain anonymous to each officer. If an inmate asks one officer for something and is not satisfied with the response, he can make the same request to the other one, perhaps playing them off against each other. An added problem is the understandable temptation to spend more time with a colleague at the officer desk, and less time in inmate spaces. At our overcrowded direct supervision jail, we observed this phenomenon, as unit officers "retreated" to each others' company.

Of the facilities in our sample, the indirect supervision jail had the smallest number of inmates in its living units. This smallness is helpful in reducing social density; there are fewer other inmates for each inmate to deal with, thus potential for conflict may be fewer. There is also less competition for telephones, televisions, or food. The smallness of the housing units, in fact, probably accounts for most of its positive ratings. Unfortunately smallness comes at the expense of direct officer contact, which appears to have negative effects. And at current staffing levels, the officer-to-inmate ratio is the highest of all the institutions studied, making it the most expensive to operate. Cost forecloses the possibility of having enough officers to constantly supervise all inmate areas, and the design makes such supervision impossible with current staffing.

Are There Differences in Cost Between the Two Modes?

There is evidence that direct supervision facilities may cost less to build and operate than do indirect ones. Nelson (1988) has discussed the contributing factors at some length. However, our mailout survey was inconclusive, finding no difference in construction cost per bed (639,500 *versus* $41,700). Among contributing factors, direct supervision facilities were somewhat (although not statistically significantly) more likely than indirect supervision facilities to use porcelain versus stainless steel toilets, wood versus metal or barred doors, swinging versus sliding doors, and manual versus remote or motor driven locking mechanisms. Indirect facilities also reported greater concerns and problems with conditions of confinement lawsuits than did the direct supervision facilities.

The case studies, though less generalizable, show more striking differences in cost. The two more normalized, direct supervision prisons cost far less than the two indirect/hybrid facilities to build (about $42,000 versus $73,000 per bed), to staff (about $11,000 versus about $17,000 on a per inmate per year basis), and to run (about $4,200 versus $6,700 per year per inmate). The same contrast holds for the jails in our sample, where the direct cost less than the indirect to build (about 944,000 versus $59,000 per bed), to staff (about $28,000 versus about $42,000 on a per inmate per year basis), and to run (about $11,000 versus $16,000 per inmate per year). While we caution against drawing conclusions from these figures, they may lend support to arguments others have made about relative costs.

How Do Managers Choose a Supervision Model?

Given the currency of the debate within the corrections field concerning direct supervision (and endorsements from some professional associations), it may be difficult for a correctional system to avoid facing a conscious choice of supervision modes when planning a new facility. With considerable (even if inconclusive) evidence pointing to benefits of direct supervision (and little or no evidence that alternative models are superior), why do some systems select direct supervision while others consider and reject it?

Perhaps because direct supervision facilities (and especially the softer facilities like Contra Costa and the recent federal facilities) may not be consonant with their deepest feelings about what a correctional setting should be like. These facilities may be seen as being too nice for inmates, who after all are supposed to be punished. Until the Tombs in New York City was built, direct supervision might have been argued against as incapable of use for tough urban inmates.

National institute of Corrections
Evaluation of Direct Versus indirect Supervision Correctional Facilities
IV.1. Conclusions

Page IV.1 -6

Again, the Supervision mode may not represent what some see as being expected of an officer (interaction, communications, inmate management). If the impression of the supervision model runs counter to deeply held feelings or beliefs, it may be rejected no matter how much objective evidence is marshaled on its behalf.

Direct supervision requires very considerable change for a system which is operating by indirect supervision. This change may be perceived as unnecessary risk taking by decision makers, who may feel that they will be blamed if it fails, or ostracized even for suggesting it. Changing to direct supervision requires overcoming considerable resistance within the system. Some officers feel that indirect supervision is a superior approach, and a number of these officers do not successfully make the transition to direct supervision, probably leaving for other positions.

Direct Supervision Requires a Commitment to Make it Work

As part of the decision to operate under direct supervision, there must be a commitment from top management that it works and contributes to the organization's mission. Management must believe that it is viable and effective, in order to bring the balance of their Organization along with them. But believing in direct supervision is not enough, management must also make a commitment Of resources, manpower, training, public relations, and so forth. An effective classification system to screen inmates and alternative settings for those inmates who cannot succeed in a direct supervision unit are also essential.

There has even been a concern expressed that, with many systems planning new direct supervision facilities, one or more will put the officer in the housing unit without the training and the classification of inmates required to make the direct supervision system work. This could lead to a real problem (such as an officer being killed).

We observed some situations in which officers were in open contact with inmates without the benefit of a management commitment to direct supervision or the kind of training and support which accompanies that philosophy. An example is RSP Where officers work in a system which looks very much like direct supervision (no barriers to contact), but felt in danger because of their openness, and desired an enclosed station. in striking contrast is the ease with which officers in direct supervision facilities handle open contact and do not express a need for an enclosed station.

We interpret this distinction as being directly connected to the overt presentation of a direct supervision philosophy, training and supervision. It is the lack of training and management commitment that makes RSP officers uncomfortable, not an inherent danger of being in direct contact with inmates.

is One Mode Better Than the Other?

To summarize, direct supervision facilities appear to cost less or the same as indirect supervision ones to build and operate, require less or the same level of staffing, and achieve desirable outcomes in terms of meeting their missions, reducing stress, improving safety and security, and so forth. If there is a drawback to direct supervision facilities it is that they may take more effort and commitment to plan, train for, and manage.

On the Other hand, and even with the apparent advantages of direct supervision, it must be stated that some of the indirect supervision facilities in our surveys performed quite well in many ways. Well managed, well designed indirect supervision correctional facilities must not be looked down upon, particularly since so many of them are hybrids with partial direct supervision characteristics. Such facilities would appear to be within an acceptable range in terms Of critical outcomes.

Two factors which could account for the lack of stronger differences between direct and indirect supervision in our findings must be noted. First, the direct supervision facilities were uniformly overcrowded, and experiencing double bunking at moderate to severe levels. The indirect supervision facilities were largely at

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
IV.l. Conclusions

Page IV.1 - 7

capacity with single bed ceils. The direct supervision facilities were, then, operating at a disadvantage unrelated to supervision mode. One might presume that the questionnaire scores would have been more positive at lower population levels. This seemed most clear at **CCC** and LCI where overcrowding was most severe, and problems in this area were picked up in comments and interviews.

Second, the indirect supervision facility case studies suggest that they may be operating well in rather than because of, their design and management philosophy. Indirect supervision design and operation seem clearly to make the officer's job more difficult, and at times seem to have required increased staffing. At RCJ, for example, both staff and inmates indicated that the lack of clear and constant staff observation of inmate living spaces makes operations difficult. At RSP, officers spend too much time at the station, talking with one another, and too little time in the dayrooms.

Thus, while our research shows clearly that direct supervision does work and can work very well (especially when crowding is limited), it does not demonstrate that indirect supervision does not work, only that it presents certain obstacles which must be overcome. Our conclusions, however, must be considered tentative for the reasons outlined above and in the next section.

AN ASSESSMENT OF OUR RESEARCH

Several aspects of, and limitations on, the research methods and approach used here have become clear. We focussed on two main approaches: a broad mailout survey plus relatively few in-depth case studies. it has become obvious that, in spite of our careful attention to selection of case study sites, the results are not (and cannot be) a simple comparison of direct versus indirect supervision. Differences in supervision style clearly existed and appeared to have an impact, but facilities also differed in significant ways such as unit size, degree population was over capacity, and staff-inmate ratios. They undoubtedly also varied in other important but more subtle and more difficult to measure ways on policy issues, programs, procedures, staff training, etc. Of course, no field study of settings as large and complex as prisons or jails could ever be as controlled on one issue, such as supervision, as one might want. Our ultimate approach has been to view these sites as a series of case studies and to look for similarities and differences. it would be an error to look for or expect a finely controlled experiment here. On the other hand, the behavior tracking data is quite powerful in describing effects directly related to supervision.

There are other limitations on the generalizability of our findings. We only looked at relatively new, medium security, adult male institutions. Because of the problems of "hybridization" we were only able to have a limited sample of indirect supervision prisons. We have been Careful, however, not to compare prisons with jails.

We have also concluded that problems in collecting archival data (sick call, incidents) are serious and inherent. Variations in the way these are collected and recorded by the institutions themselves are so great that the sites were hardly comparable. Thus, we rejected the archival data and have not reported on it here. The problem of having to use data on such outcomes as incidents or sick call rates, which are collected idiosyncratically among correctional systems and even facilities, will remain until a more uniform reporting mechanism is established. It would require another study at least the size of this one focussing on those variables alone to gather reasonable data of this type. We recommend consideration of a "prospective" study which would collect these data as events occur, rather than relying on historical records.

PART V: REFERENCES

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
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Page V.I - 1

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Grant # GG-1

A Comparison of "Direct" and "Indirect" Supervision Correctional Facilities

FINAL REPORT: ATTACHMENTS

June 1, 1989

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Attachments Contents

PageA- 1

ATTACHMENTS

Page

Inmate Survey Means for Jails

Variable	Overall Mean	CCC	PIMA	RCJ
How often inmate talks with CO	3.724	3.427	3.450	3.342
How often CO counsels inmate	2.595	2.373	2.620	2.890
How often CO/inmate chat	3.341	2.810	3.125	3.254
It is easy to contact CO	2.341	2.618	2.114	2.634
CO/inmate contacts pleasant	2.738	3.069	2.700	2.438
CO/inmate contacts business-like	2.882	2.860	2.924	2.740
CO/inmate contacts hostile	3.494	3.257	3.247	3.771
CO comfortable on unit	2.557	2.716	2,772	2.904
Little danger of inmate/inmate attack	3.112	2.854	2.863	3.028
Little danger of CO/inmate attack	2.597	2.725	2.709	2.375
Little danger of sexual assault	2.217	1.922	1.987	2.264
CO protects inmate well	2.684	2.735	2.075	3.014
How long to stop fight	3.307	2.961	2.538	4.028
Quick enough	1.482	1.255	1.367	1.829
How long to respond to emergency	3.130	2.899	3.065	3.592
Quick enough	1.480	1.433	1.519	1.696
How often threat violence	2.884	2.832	2.538	2.875
How often inmate/inmate fight	2.482	2.374	2.125	2.139
How often I-CO fight	1.671	1.758	1.825	1.500
How often sexual assault	1.606	1.278	1.613	1.671
Where fights occur	3.643	3.446	3.861	3.634
Where sexual assaults occur	3.549	4.130	3.846	2.901
Frequency of vandalism in facility	2.223	1.735	1.750	2.222
Frequency Of Vandalism in mom	1.519	1.343	1.608	1.764
Frequency of vandalism living area	1.892	1.549	1.696	2.014
Frequency of vandalism recreation area	2.236	1.922	1.974	1.986
How satisfied with room	2.677	2.772	3.088	3.097
How satisfied with dayroom	2.970	2.743	3.013	3.431
How satisfied with dining	3.233	2.696	3.025	2.972
How satisfied with indoor recreation	3.261	3.206	3.595	3.471
How satisfied with outdoor recreation	3.249	3.426	3.474	4.377
Enough space for room	3.106	3.307	3.215	3.097
Enough space for dining	3.236	3.200	3.113	2.931
Enough space for indoor recreation	3.730	3.750	3.897	3.686
Enough space for outdoor recreation	3.059	3.820	3.372	4.373
Enough space for storage	3.504	3.733	3.475	3.375
Enough seats	3.566	3.790	2.925	3.458
Enough phones	4.162	3.723	3.950	3.792
Enough TVs	3.187	3.470	3.225	2.986
How crowded is facility	3.849	4.356	3.797	3.638
How crowded is room	2.781	3.119	2.850	2.565
How crowded is indoor recreation	3.783	4.184	3.577	3.145
How crowded is dining	3.980	4.040	3.863	3.014
Privacy in room	3.060	3.465	3.225	3.029
Privacy in shower	2.518	2.238	2.325	3.870
Privacy in toilet	3.098	3.416	3.150	4.232
Privacy in phone	4.309	4.426	4.200	4.565
Privacy in conversations	3.249	3.515	3.375	3.478

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Tables

Page A-3

Inmate Survey Means for Jails - Continued

Variable	Overall Mean	CCC	PIMA	RCJ
Enough dayroom reading light	1.730	2.089	1.825	1.676
Too dim in room	3.800	3.287	3.763	3.479
Too bright to sleep	3.282	3.222	2.538	2.944
Enough sunlight	2.903	3.693	3.526	3.543
Too little outside view	3.208	2.152	2.825	2.957
Too noisy for conversation	3.902	4.380	3.838	4.408
Too noisy for TV	4.176	4.710	4.125	4.549
Too noisy for sleep	3.261	3.600	3.475	4.028
Can adjust room temperature	4.251	4.130	4.125	4.386
Can turn on/off room light	1.823	2.300	1.925	1.972
Can't change TV channel/volume	3.755	3.390	3.550	3.700
Can use phone when need to	3.181	3.080	3.450	2.606
Can't shower whenever want to	3.935	3.414	3.863	3.926
Can go without escort	3.128	3.745	3.974	4.015
Looks better than expected	1.883	1.909	2.213	2.746
Colors unpleasant	3.320	3.283	3.438	3.134
How clean is mom	1.521	1.677	1.663	1.783
How clean is dining	2.569	2.000	2.175	2.812
How clean is toilet	1.671	1.765	1.750	3.000
How clean is shower	2.727	2.980	2.275	3.507
Stressful here	2.849	3.022	2.597	2.377
Will leave here healthy	3.214	3.289	2.740	3.225
Inmates use more sick call	2.890	3.074	3.052	2.914
Spend little time active	2.928	2.726	2.051	2.352
Spend much time alone	3.145	2.979	2.308	2.357
Spend much time watching TV	3.080	2.863	3.346	2.571
Spend little time reading	3.357	3.095	3.205	3.186

Inmate Survey Means for Prisons

Variable	Overall Mean	CHIL	LCI	NSP	RSP
How often inmate talks with CO	3.724	4.008	4.110	3.603	4.015
How often CO counsels inmate	2.595	2.618	2.711	1.896	2.074
How often CO/inmate chat	3.341	3.615	3.784	3.147	3.642
It is easy to contact CO	2.341	2.290	2.144	2.412	2.433
CO/inmate contacts pleasant	2.738	2.782	2.467	3.309	3.269
CO/inmate contacts business-like	2.882	2.766	3.000	3.324	3.104
CO/inmate contacts hostile	3.494	3.689	3.586	3.104	3.015
CO comfortable on unit	2.557	2.153	2.429	2.559	2.941
Little danger of inmate/inmate attack	3.112	3.242	3.522	3.103	2.742
Little danger of CO/inmate attack	2.597	2.637	2.462	3.731	2.924
Little danger of sexual assault	2.217	2.452	2.364	2.103	2.121
CO protects inmate well	2684	2.952	2.560	3.147	2.879
How long to stop fight	3.307	3.659	3.385	3.735	3.254
Quick enough	1.482	1.480	1.568	1.412	1.379
How long respond to emergency	3.130	3.033	2.922	4.075	3.766
Quick enough	1.480	1.379	1.429	1.567	1.574
How often threat violence	2.684	2.960	3.077	2.647	2.939
How often inmate/inmate fight	2.462	2.653	2.923	2.382	2.667
How often CO/inmate fight	1.671	1.374	1.846	2.000	1.938
How often sexual assault occurs	1.606	1.702	1.750	1.848	1.692
Where fights occur	3.643	3.918	3.144	4.118	3.719
Where sexual assaults occur	3.549	3.631	2.767	3.925	3.969
Frequency of vandalism in facility	2.223	2.593	2.396	2.441	2.576
Frequency of vandalism in mom	1.519	1.423	1.473	1.662	1.955
Frequency of vandalism in living area	1.892	2.163	1.923	1.971	2.109
Frequency of vandalism in recreation area	2.236	2.667	2.202	2.284	2.742
How satisfied with room	2.677	1.919	2.967	3.091	2.851
How satisfied with dayroom	2.970	2.642	3.133	3.284	3.227
How satisfied with dining	3.233	3.444	4.216	2.924	2.985
How satisfied with indoor recreation	3.261	3.040	2.921	3.164	3.940
How satisfied with outdoor recreation	3.249	2.667	2.659	3.761	3.597
Enough space for room	3.106	2.403	3.820	2.926	3.045
Enough space for dining	3.236	2.815	4.433	2.765	2.896
Enough space for indoor recreation	3.730	3.347	3.598	3.294	4.179
Enough space for outdoor recreation	3.059	2.106	2.161	3.779	3.348
Enough space for storage	3.504	3.073	3.678	4.179	4.179
Enough seats	3.566	3.806	3.557	3.779	3.985
Enough phones	4.162	4.569	4.551	4.059	4.254
Enough TVs	3.187	2.766	3.852	2.761	2.731
How crowded is facility	3.849	3.129	4.571	2.794	3.636
How crowded is room	2.781	1.862	3.538	1.735	2.446
How crowded is indoor recreation	3.783	3.742	3.789	3.824	4.515
How crowded is dining	3.980	3.992	4.857	3.853	3.591
Privacy in room	3.060	2.350	3.582	2.706	2.879
Privacy in shower	2.518	2.008	2.571	1.603	2.682
Privacy in toilet	3.098	2.177	3.132	2.338	3.106
Privacy on phone	4.309	4.089	4.253	4.338	4.409
Privacy in conversation	3.249	2.742	3.077	3.632	3.833

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Tables

Page A-5

Inmate Survey Means for Prisons - Continued

Variable	Overall Mean	CHIL	LCI	NSP	RSP
Enough dayroom reading light	1.730	1.427	1.689	1.544	1.969
Too dim in room	3.800	4.371	3.733	4.250	3.892
Too bright to sleep	3.282	3.789	3.467	3.706	3.422
Enough sunlight	2.903	1.871	2.567	2.537	2.828
Too little outside view	3.208	4.194	3.667	3.485	2.953
Too noisy for conversation	3.902	3.234	3.711	3.838	4.369
Too noisy for TV	4.176	3.790	3.589	4.324	4.554
Too noisy to sleep	3.261	2.653	2.933	2.897	3.523
Can adjust room temperature	4.251	4.161	4.333	4.441	4.415
Can turn on/off room light	1.823	1.431	1.744	1.529	1.815
Can't change TV channel/volume	3.755	4.185	3.775	3.000	3.510
Can use phone when need to	3.181	3.390	3.422	2.647	3.062
Can't shower whenever want	3.935	4.637	3.622	4.176	3.354
Can go without escort	3.128	2.185	2.472	3.191	2.952
Looks better than expected	1.883	1.411	1.689	2.338	1.923
Colors unpleasant	3.320	3.573	3.067	2.493	3.063
How clean room	1.521	1.290	1.330	1.603	1.677
How clean dining	2.569	2.798	3.154	2.132	2.231
How clean toilet	1.671	1.185	1.297	1.368	1.565
How clean shower	2.727	2.589	2.489	2.806	3.594
Stressful here	2.849	3.177	2.663	2.731	3.338
Will leave here healthy	3.214	3.484	3.230	2.821	2.785
Inmates use more sick call	2.890	3.105	2.430	3.045	2.317
Spend little time active	2.298	3.806	3.057	3.328	3.172
Spend much time alone	3.145	3.927	3.598	3.672	3.262
Spend much time watching TV	3.080	3.460	3.000	3.537	3.108
Spend little time reading	3.357	3.718	3.379	3.493	3.123

Staff Survey Means for Jails

Variable	Overall Mean	CCC	PIMA	RCJ
How often inmate talks with CO	4.639	4.783	4.742	4.630
How often CO counsels inmate	3.931	4.043	4.161	3.704
How often CO/inmate chat	3.770	4.130	4.097	2.815
How often work alone	3.451	2.696	4.516	2.037
it is easy for inmate to contact CO	2.049	1.391	1.129	1.259
CO/inmate contacts pleasant	2.481	2.261	2.258	2.296
CO/inmate contacts business-like	2.680	2.435	2.258	2.519
CO/inmate contacts hostile	3.647	3.565	3.419	3.815
CO feels isolated	2.824	3.696	2.065	3.000
Little danger of inmate/inmate attack	3.655	3.826	2.903	3.407
Little danger of CO/inmate attack	2.000	1.913	1.806	1.889
Little danger of sexual assault	3.025	2.826	1.710	3.000
CO protects inmate well	1.917	2.043	1.290	1.333
COs feel sate in unit	2.686	2.348	1.968	2.667
How long to stop fight	2.655	1.739	2.161	2.519
Quick enough	1.383	1.304	1.333	1.222
How long respond to emergency	2.525	2.130	2.290	2.000
Quick enough	1.348	1.391	1.226	1.231
How often threat violence	3.286	3.000	3.290	3.259
How often inmate/inmate fight	3.142	2.826	2.645	2.556
How often CO/inmate fight	1.806	1.870	1.871	1.704
How often sexual assault occurs	2.302	2.043	1.161	1.667
Where fights occur	3.420	3.348	4.032	3.889
Where sexual assaults occur	2.475	2.435	4.387	2.259
Frequency of vandalism in facility	3.005	3.130	2.516	3.000
Frequency Of Vandalism in living area	2.838	2.826	3.387	2.963
Frequency of vandalism in recreation area	2.772	2.652	2.355	2.519
Surveillance in living area	2.892	3.174	2.613	3.185
Surveillance in recreation area	2.886	2.957	2.226	2.833
Surveillance in residential control area	2.821	2.909	2.613	3.280
How satisfied with room	2.225	2.696	1.774	2.000
How satisfied with dayroom	2.172	2.304	1.774	1.593
How satisfied with recreation	2.343	2.304	2.194	2.625
How satisfied with CO station	3.059	3.000	2.548	2.593
How satisfied wlth CO lockers	3.263	2.565	3.968	2.926
Enough space in rooms	2.272	2.826	2.000	1.815
Enough space for dining	2.399	2.409	2.226	1.692
Enough space for recreation	2.039	2.391	2.097	2.037
Enough phones	2.859	2.318	2.968	2.037
Enough TVs	2.083	1.773	1.767	1.444
Enough space for paperwork	2.637	2.826	2.333	2.154
Enough space in unit central	2.620	2.783	2.100	2.185
How crowded is facility	3.815	4.609	4.484	3.444
How crowded is living area	3.407	4.500	3.452	2.889
How crowded is recreation area	2.980	3.957	2.871	2.519
How crowded is paperwork area	2.941	3.130	2.677	2.519
Privacy in room	2.102	2.565	1.548	1.852
Privacy in shower	1.951	1.565	1.226	2.667
Privacy in toilet	2.283	2.522	1.677	2.461
Privacy in talking with inmate	2.564	2.522	3.226	2.000

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Tables

Page A-7

Staff Survey Means for Jails - Continued

Variable	Overall Mean	c c c	PIMA	RCJ
Enough dayroom reading light	1.512	1.255	1.452	1.407
Enough sunlight	2.185	1.574	1.839	3.148
Too little outside view	2.971	4.213	2.935	1.444
Too noisy for conversation	3.239	2.532	3.710	3.074
Can go without escort	2.805	1.362	3.226	4.519
CO can adjust temperature	4.376	4.426	4.677	4.556
Looks better than expected	1.366	1.213	1.161	1.370
Colors unpleasant	3.554	3.979	3.226	3.407
How clean facility kept	1.741	1.702	1.839	1.556
How clean units kept	1.898	1.745	1.774	2.111
Stressful here	2.945	3.234	2.800	2.500

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Tables

Page A-8

Staff Survey Means for Prisons

Variable	Overall Mean	CHIL	LCI	NSP	RSP
How often inmate talks with CO	4.463	**4.681**	4.532	4.105	4.368
How often CO counsels inmate	3.931	**3.957**	3.870	3.526	3.684
How often CO/inmate chat	3.770	3.848	3.818	3.737	3.553
How often work alone	3.451	3.674	3.610	3.526	2.658
It is easy for inmate to contact CO	2.049	2.043	2.256	1.842	1.711
CO/inmate contacts pleasant	2.461	2.362	2.769	2.042	2.737
CO/inmate contacts business-like	2.680	2.766	2.923	2.947	2.763
CO/inmate contacts hostile	3.647	4.021	3.474	3.222	3.595
CO feels isolated	2.824	2.681	2.896	2.684	3.053
Little danger of inmate/inmate attack	3.655	3.787	3.910	3.664	4.189
Little danger of Co/inmate attack	2.000	1.630	2.364	1.842	1.865
Little danger of sexual assault	3.025	3.391	3.403	3.053	2.865
CO protects inmate well	1.917	2.065	2.244	2.158	2.135
COs feel safe in unit	2.686	2.578	3.141	2.579	2.459
How long to stop fight	2.655	2.733	3.149	3.053	2.611
Quick enough	1.383	1.356	1.500	1.211	1.361
How long respond to emergency	2.525	2.587	2.883	3.158	2.750
Quick enough	1.348	1.289	1.461	1.263	1.639
How often threat violence	3.286	3.111	3.481	3.366	3.297
How often inmate/inmate fight	3.142	2.783	3.169	3.053	2.865
How often CO/inmate fight	1.806	1.413	2.041	2.053	2.054
How often sexual assault occurs	2.302	2.511	2.947	2.000	2.143
Where fights occur	3.420	3.587	2.936	4.000	3.541
Where sexual assaults occur	2.475	2.652	1.688	3.474	3.889
Frequency of vandalism in facility	3.005	3.326	2.974	3.000	3.324
Frequency of vandalism in living area	2.838	3.022	2.870	2.895	3.135
Freauencv of vandalism in recreation area	2.772	3.109	2.867	2.842	3.054
Surveillance in living area	**2.892**	3.391	3.117	3.722	3.541
Surveillance in recreation area	2.886	2.848	3.169	3.278	3.378
Surveillance in residential control area	2.821	2.435	2.961	3.588	3.243
How satisfied with room	2.225	1.957	2.506	2.368	2.459
How satisfied with dayroom	2.172	2.283	2.429	2.664	2.459
How satisfied with recreation	2.343	2.457	2.260	2.737	3.892
How satisfied with CO station	3.059	2.848	3.571	3.632	2.811
How satisfied with CO lockers	3.263	2.787	2.705	4.471	2.000
Enough space for rooms	2.272	1.723	3.169	1.824	1.730
Enough space for dining	2.399	1.638	1.974	1.706	2.466
Enough space for recreation	2.039	1.936	3.038	1.824	2.243
Enoughphones	2.859	3.213	2.615	2.176	2.270
Enough TVs	2.083	1.915	3.597	1.706	1.730
Enough space for paperwork	2.637	2.106	3.179	3.176	2.583
Enough space in unit central	2.620	2.468	3.013	2.294	3.054
How crowded is facility	3.815	2.630	4.141	2.529	3.514
How crowded is living area	3.407	2.326	3.897	2.118	2.973
How crowded is recreation area	2.980	2.717	3.052	3.059	2.676
How crowded is paperwork area	2.941	2.587	3.346	2.706	2.568
Privacy in room	2.102	1.617	2.571	1.579	1.553
Privacy in shower	1.951	1.638	2.299	1.263	1.474
Privacy in toilet	2.283	1.872	2.636	1.737	1.658
Privacy in talking with inmate	2.564	1.696	3.026	2.158	2.026

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Tables

Page A-9

Staff Survey Means for Prisons - continued

Variable	Overall Mean	CHIL	LCI	NSP	RSP
Enough dayroom reading light	1.512	1.565	1.714	1.105	1.421
Enough sunlight	2.185	2.304	2.325	1.211	1.684
Too little outside view	2.971	3.978	2.714	4.053	3.289
Too noisy for conversation	3.239	4.130	3.273	3.421	3.395
Can go without escort	2.805	4.522	2.403	1.737	1.500
CO can adjust temperature	4.376	4.609	4.091	4.526	4.684
Looks better than expected	1.366	1.391	1.532	1.211	1.237
Colors unpleasant	3.554	3.364	3.532	3.105	3.737
How clean facility kept	1.741	1.957	1.727	1.947	2.026
How clean units kept	1.898	2.174	1.883	2.211	1.842
Stressful here	2.388	2.130	2.473	2.474	2.162

INMATE AND STAFF INTERVIEW WRITE-UPS

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-10

INMATE AND STAFF INTERVIEW WRITE-UPS

This **section contains** write-ups of the interviews with staff and inmates. Both inmate and staff interview write-ups are included for the following institutions:

- Pima County Jail

- Roanoke City Jail

- Ross Correctional Institution

- Lieber Correctional Institution

- Riverfront State Prison

. Northern State Prison

interviews were not conducted at the Main Detention Facility of Contra Costa County.

The write-ups consist of a combination of paraphrasing, summarizing and transcription (or quotation), as appropriate.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
inmate and **Staff Interview Write-ups**

Page A -11

PIMA COUNTY JAIL: INMATE INTERVIEW

1. **How do you feel about living** in **the housing unit you are assigned to?**

   · It's **a good unit**

   · It's nice. You've got your own individual cells. You got one pod officer who takes care of it if you've got a problem.

   • Could somebody cut this from the other half [of the dayroom) and still give the guard visibility? Something like a sound barrier. That **way you** can keep on this side of the television and nobody is going to get pissed off if they can't hear anything. You turn it up louder and louder and the guard wants you 10 turn it down.

   · It's the best jail I've ever been in. I've been all over the place.

   · They've got some ridiculous rules here, though. You get a major write-up if you have creamer in your room.

   • Some of the meat they give you, it's raw or it's burned.

   • But see, we're not animals. And I think that it's kind of neat that it's like this. We're human beings. It would be nicer if the COs and the staff would realize that we're also human beings instead of garbage. Some of them do but there's some of them that are power-stricken.

   • [The stress levels here] are very low. Not bad. Matter of fact, what stress? That's true. You know, you've got your own personal stress, what you've got going with the courts.

   • To me it's like paradise, because I'm in the hole twenty-three hours a day at the state prison. There you come out of your room to take **a** shower **when** they tell you. If they open your door at shower time and you don't want it, you get burned. It's not like here where you take shower when you want to.

   • Biggest stress I've got in here is no companionship [referring to women].

2. How **safe is it for you here?**

   • Safest.

   . There is nothing that **is gonna** hurt us, because there is more happening on the streets than happens in here.

   · What's really kind of odd about it, when you're out on the street, you play kind of a macho role. When **you get** in here **and you get against** the law, it seems like all of your ego and all your pride are going to nothing. You're just who you are, and you're not out trying to prove anything. Some kids that are in think they've have 10 prove something, but once you get over that it's pretty nice here.

   • That's it, you grow up **a** little faster in here because of the confined spaces.

   · Your **cause and effect am** quicker **and** more definite than outside [referring to inmates receiving sanctions for negative behavior].

3. **Does the housing unit give you the privacy you need?**

   • A lot better than any place I've ever been. I don't think you could gel any better than this right here.

   • Out here [in the dayroom] its not bad

   · In the rooms when they lock you down, it's awful stuffy. I have problems breathing. A little more ventilation would help.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-12

PIMA COUNTY JAIL: INMATE INTERVIEW, continued

4. **How do you feel about the equipment or activities available to you in the** housing **unit?**

    - The library is excellent; the joint doesn't even have that. You can get what you want from it.

    - I don't think there ought to be **a** pay phone. We're paying with a collect call. In LA county they let you have money for the pay phone, instead of making collect calls. It costs **a** dollar thirty ($1.30) for a collect call. That's ridiculous.

    - They should have a little bit newer playing cards.

    - We ain't got money. **A** lot of times you run into problems that you need a little.

5. **What are your contacts with staff like?**

    - Depends on the person.

    - That son of a bitch that works with us during the day, God, I hate that son of a bitch. He's been here seven years and you'd think after seven year period that he would mellow out, but it seems like he's gotten worse.

    - I got written up for not doing my job. That CO [told the hearing officer that another CO said I was at fault, but when I talked to the other CO, he said I wasn't . That CO lied to cover his ass].

    - You're going to find that's people. Like we've got one bad one **and** the rest of them are all right. It's better than having one good one and a bunch of, you know.

    - Well for some of us, that have been to prison, come back down here, and there's totally different rules. That can get you in trouble. Some of them are petty.

    - [The quality of conversations with staff] depends on the individual. Most of them are friendly. A lot of them come here because they want to talk to somebody.

    - They treat you like a human being. It's a boring job they have. I think **a** lot of them are like us out of jail. We're just on the wrong side of the law.

    - Some of us while we're in here waiting for the courts to decide, we are abused. You know like "innocent until proven guilty?" [We're] treated like guilty until proven innocent. That's if they trust y o u .

    - The CO spends most of his time right there [at the desk]. He kind of roams around. He checks the rooms and stuff. He runs around a lot. That's why they have that cordless phone. Works to their advantage so they can walk around instead of always being at the desk. A lot of places they sit out there at **a** window **and** look through, but with the guy in here, something comes up, you can talk to them. Keeps if a little bit mellower, especially the guards mellow. As soon as something goes down, there's **a** shitload of guards in here, in that sallyport, ready to get in here. It's just like that. I think its those phones that are **what** helps the most.

6. **How do Inmates treat the housing unit?**

    - If **you** don't **want to clean** your toilet in the joint, you don't have to. Here you have to clean your toilet. My mother cleans my toilet. My wife cleans the toilet. I never clean the toilet.

7. **What is It like when It gets crowded here?**

    - 1A and 3A were the same thing. They're all double bunked, overcrowded, it sucks. There's 70 people in 36 man cell [referring to the pod, there are no cells for more than two occupants].

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-13

PIMA COUNTY JAIL: INMATE INTERVIEW, continued

- Too many people in too little area. You're locked down too much. You just got put in jail, you're worried as hell, you're stressed out and you turn around and get crammed in with a shitload of people. That puts a lot of stress on an individual. That's the worst. Those two pods are the worst. It's a relief being in here.

- Sure [it affects the staff. They've got 70 people to watch over and there has to be two [staff] in there. It's so overcrowded it's ridiculous. Unintelligible.

8. What kind of control do you have over the lighting and temperature in the housing unit'?

- There is no light rule. You may be out of your room, but one of them is on constantly. It's a night light, but they turn it off during the day. They turn it on at a certain hour

- When you get locked down, they'll come around **and** close your door for you. You really don't worry about your door at all. Unless.. . it closes by itself. Guard can always lock 'em out (?)

- If just want to go **and** to your room and read where it is quiet, you can close the door behind you.

- When you're in here you don't get much money. Some of the hygiene things they sell in the commissary, you still haven't got the money to afford it. You have to use their toothpaste. I know they go and buy that shit wholesale, and then they turn around and charge us what they charge people on the street, and they're making money that way.

- Their toothbrushes are hard bristle, I can't use them. They tear my gums up. They're hard on your mouth. But you can't buy that. I can't afford the soap and the shampoo from the commissary. The shampoo they issue is bad for the hair. People without any money can't even buy toothpaste.

9. What aspects of the housing unit's design and operation work well?

- The system itself is fine. It's almost perfect. Not perfect, but it's well organized.

- When you come in, they don't have this mass holding pen, where you're laying down on concrete floors with drunks puking on you and shit. Even if 1 A is overcrowded, its [no more than two per cell] and its not so bad. Getting processed in the system is very good the way they do it. It works and it's not that bad on a person.

10. What would you change about the design or operation of the housing unit you live in?

- Ventilation's not too hot. My sinuses are acting worse and worse.

- During the summer they ought to have air conditioning.

- It **would be nice if the dayroom area** had a bathroom, instead of having to run up and down.

- **You** know **what be really neat,** have a rec area on each floor. You'd stay on your floor You'd probably get to go outside more often.

- It'd be nice if they'd **open up** the sallyport [an exterior emergency exit balcony, not the main unit **entrance]** more **often,** if somebody could go outside and sit on a chair and smoke a cigarette. Take a few tables out there, we could be playing cards out in the fresh air.

- **A** place where you could **have a** little sound reduction where you can enjoy the TV, where this side of the room is not competing with that side of the room.

- Got to have something to wash your things in. Even a wash board.

National Institute **of Corrections**
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate **and Staff Interview Write-ups**

Page A-14

PIMA COUNTY JAIL: STAFF INTERVIEW

1. **How do you feel about working in the housing unit you are assigned to?**

   - Boring more than other assignments, like escort. I enjoy the job. I've been doing it for three years since high school, and know it inside out. I would be gone if I didn't like it.

   - I'm on the list for deputy. This job is a good stepping stone to law enforcement. You learn stuff from the inmates that would be useful as a peace officer.

   - The noise levels are hard to take.

   - It takes four or five days for both staff and the inmates to adjust when assignments are rotated every three months.

   - I like it. I've worked mostly all of the other assignments here and I like pods the best, because here you can deal with the people. There's always these people to talk to and they always have their needs. You always have to supervise them, you've just got to know where they're at, what they're doing, I'm a primary officer, I'm here five days a week, so, I get to know, pretty much all of these people by their name, I know what they do, what their habits tend to be. You know it makes it a lot easier on me because I know the area.

   - The inmates in here really don't play head games, mess with you, or try to see what you're made of. They just generally keep to themselves.

   - The hard core criminals always tend to want to challenge you for the littlest things, they do things, they break the rules, or they bend the rules, just to see what you're going to do, so you keep after them. They do it for attention and just never leave you alone.

   - It's a good experience. I've been in the law enforcement field for about seven and a half, eight years, and I worked in a jail before, when I got out of the **army,** for about **a year.** It **was** nothing like this. It was just a small county jail. I was a police officer, too, and this job just gives me more insight to people. It's like the other side, you know. When you're **a** cop, you see one side, how they are out there, and when they're incarcerated, you see the other side. And especially in **a** direct supervision jail like this, you get talk to them, you get to be with them. You get to know what they're like. I know in here, they're different than what they are in the streets. But they're settled down in here, they're not using any drugs, they're not using any alcohol, so they're basically themselves, as compared to on the streets. They're into drugs, they're into alcohol, and they're different people, they act different out there. Here you see them as people. They've go nowhere to turn, so they, I don't know, jail gives them a lot of insight into themselves. Here they've got the programs, they've got religious programs, there are GED programs, there are exercise **yards,** so it gives them **a** chance to settle down if they're doing what they're doing on the outside. A lot of them find religion, there's a lot to religious people in this pod, so that's good.

2. **How safe is it for you here, especially in working at your typical post?**

   - Not intimidated at all in the housing unit. The inmates realize there is nothing they can do to you that is worth it. Its okay if you go in with the right attitude.

   - I feel very safe here. When I first started here, I was nervous like everybody else, you're locked in here **and it's you against thirty-six people, not against,** but versus these people. Now I feel real at ease, I don't feel stressed-out. Especially in this pod, cause it's easy going. People know the rules here. Bay it's lockdown **at** 11:30 [pm], at twenty after, they lock themselves up with no problem. So I feel very safe, very comfortable.

PIMA COUNTY JAIL: STAFF INTERVIEW, Continued

- It's very safe compared to the other jail I worked at. At the other jail where there was no classification, so they were mixed, and you always had problems. Here , people don't take up arms or anything to defend themselves, there's no point in that, and they feel very comfortable, very safe, they're always preoccupied. They're always preoccupied with doing other things, so they're at ease. Really have never had any problem with having to write anybody up for a violent act in here. The only write-up I've had is when they come to inspect: the people that have failed because their rooms weren't clean.

- I think in this pod you have to be more flexible that the other ones, because here you have such a variation of people. You have young people and you have very old people, and you've got young people in here that are mentally retarded. You have to be flexible, take time to explain things.

3. **How does the design (and operation) of the housing unit affect security?**

- The control booth provides a comfort zone. There is some confusion over the suggested removal of the booths. The staff has nothing to compare it to.

- Hung TVs with remote controls would help by giving inmates a better view so they didn't have to bunch up around the TV or turn up the volume.

- The upstairs showers are unnecessary. Two is enough, and the ones upstairs are hard to see from the desk.

- I think its positive, because in here from my vantage point, I **can** pretty much look around and see what everybody is doing without getting up from my chair.

- The only negative thing that I see is that the cameras in here [do not provide complete coverage]. You could probably distinguish one person from another, but then again, if you have two people with the same characteristics, there could be a question.

- The cameras are needed. Say there was a fight, you've got to break it up and have to take somebody down, they get hurt or something. You have to justify that on paper. When you put it down, they're going to question all of these other people [gestures to the inmates] as witnesses, and they are not going to be the best witnesses you could have. They're able to record it if something happens, so that later on if you have to go to court, you have the evidence right there.

- A lot of times that control room officer will see things that you won't see. Like let's say you've got turn your back **and** go on back there. I'll say, "hey watch my seat and make sure that nobody comes to my desk." Yeah, **[cameras are] a** definite **advantage.** You know, you can't see everything. Sometimes you get preoccupied, talking on the phone, paperwork here, a nurse comes in, a volunteer comes in, you've got document them in, hand out slips, take orders up to the property, there's a hundred other things.

4. **How does your work setting help or hinder the privacy you need to do your job.**

- If there is **an assault,** you need to be allowed to go upstairs to write the report. The is so little other paperwork that **a** little desk is okay.

- There is no need to get **away** from the inmates to do paperwork in the CO is in control. You can tell the inmates to back off when needed.

- It works fine, you've got everything. All the desks should be lockable [not all are]. You know you can get up and walk around the room. I do that everyday usually, when I check people's rooms for cleanliness, contraband, and you know, you go into a room. I spend a great deal [of time] sitting here in the chair in my area, and in this pod, people generally stay in the dayroom most of the day.

PIMA COUNTY JAIL: STAFF INTERVIEW, Continued

- When they come out of their rooms to socialize or play games they are required to do it down here [in the dayroom]. They're required to eat down here, too. So the unit design works out great for interaction, because sometimes there are people that first come in here, their first time in jail and they have to eat, so there urge is to come out and do it, unwind and loosen up and get to know the other people, which they are eventually going to have to do. I think the design is set up great.

5. What do you think about the impact of housing unit design and operations on inmates?

- Its good if its a persons first time in jail.

- Double bunking is hard on new inmates.

- Its got to be positive, but not good preparation for prison.

- Staff attempts to by proactive. For instance, staff can reassign inmates to match the "strength" of the pod.

- I think it's just great the way it is. There is more than enough room, four showers upstairs and downstairs. Up there on the top you have room for people to hang there coats. I think it works out great.

- The tvs may present a problem for the people who have rooms next them. I really don't hear too many complaints about it anyway. There's more noise there because of the sound. You've got to control the volume in here. If one has the volume go up, like the fan is turned on high, people turn the tvs up, then they tend to talk louder, then the tv goes up higher, so you've got to moderate it.

6. What are your contacts with inmates like?

- Professional. We talk about non-personal things. I don't give them personal information. I don't want to get too personal, because we have to be objective whether we like the inmate or not. We do talk about social things like card games, ball games, **and so** on.

- Sometimes prisoners do all the talking. I just listen and let the inmates unload.

- I would say contacts are kept to minimum, but not by choice. I wouldn't avoid anybody, and I don't think that they **avoid** me. A lot of them come up to me with questions like "why this?" or "why that?" I talk to them once in a while, if they're sitting at a table. I'll go join the conversation for a little while, but I try to keep it at a minimum. We don't realty have a bull session or card game. I give them what they need and what they want, and tell them what they need to know. You know, in this pod I can laugh and joke around with a lot of them, but I tend to do that **anyway.** I kind of use my humor in pretty much whatever I do. It makes it **a** lot easier, breaks down the barriers.

- Most of the interactions are probably when they come **and** go and they've got to be searched.

- [Most **of** my interactions with inmates consist of] telling them [things like] how many court days they have. A lot of these people **have** never been to jail before, and they've got a lot of questions about what's going to happen, when do I go over the line, what's this, what's that.

- [Most interactions occur] when they come down for chow time, mail time, during the course of the day, when the property **changes,** different things like that.

7. How do inmates treat the housing unit?

- They treat the unit pretty good. The system provides so many good reasons to take care of the unit. It breeds a certain respect.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-17

PIMA COUNTY JAIL: STAFF INTERVIEW, Continued

- There are always a few who **are** Slobs. Some never clean on the outside [of jail] either.

- They're real good about it. We have inspections once a week for cleanliness and give them a grade. According to that grade, they get so many movies, snacks, and so on.

- Each of them has **a** duty, and they have to do it. The rooms of some people are real clean. Some of those stainless steel toilets just glow while others are not so clean, I guess that's just the way they are so their going to stick to some of their habits.

- They're probably not like this [clean] on the outside.

8. **What aspscts of design or operations help of hinder you in dealing with crowding when (and** if) if occurs?

- Its **easy** when the units are overcrowded. Eighty percent are new arrestees who don't know what's going on, so they generally do as they are told.

- Its easy to lock inmates down if they don't cooperate.

- The units that are overcrowded are provided with twice as many phones, etc. to handle the larger numbers of inmates.

- I don't think it's that hard, because you have two officers [in the overcrowded pods],

- Because they are mostly new arrestees, you keep them constantly busy, sending them here and there, visits, court.

- Pod 1A is for new intakes and transfers, and is overcrowded first. The inmates in 1A come and go like **a** bus stop. 3A is an overflow pod to 1A. They don't spend very long there, so its less of a problem.

- The maximum number they put in any pod is 80 people.

- [Overcrowding] makes it tougher [for the inmates], because they've got to double bunk with somebody else.

- I think it puts **a** little bit more stress on the inmates. In those two pods it tends to smell because you've got your new arrestees **and a** lot of these people don't smell good to start. A lot of transients, it just makes everybody uncomfortable. I wouldn't room with 'em, but here you don't have choice. Nobody wants to room with the junk the pigs haul in.

- You've got your other problems [in addition to crowding], such as legal problems. It does stress them out.

- The overcrowded pod is run by it's own schedule. That makes it easy for the officer. That definitely has to be taken care of, the way that pod is run, the schedule.

9. **What kind of control do you have over the lighting and temperature in the housing** unit?

- Air control in the units is by freestanding fans only. Fans help a lot, but don't solve the problem [of poor ventilation]. Everyone gripes about the heat. The evaporative coolers don't work when its humid [during a two month period in early fall].

- Inmate lights over their desks are controllable by them any time.

- **A** low level light over the toilet is controlled at the floor control booth.

- Pod house lights are controlled at the floor control booth.

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National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-18

PIMA COUNTY JAIL: STAFF INTERVIEW, Continued

- Staff can unlock the rooms and let inmates control their doors during the day. They get locked down at night and during shift changes.

10. **What aspects of the housing unit's design and operation work well?**

- We have no problems. Direct supervision works well. There are very few fights or problems. Its been a month and a half since there's been a fight.

- The design works well as far as that goes. Silting here, officers can see all the things they need to see.

- Having a controller [in the floor control booth] helping you to monitor all this.

- The scheduling. Everybody has a job and it keeps them occupied.

11. **What would you change about the design or operation of the housing unit you work in?**

- I would make sure that it is staffed out. We have a real people **shortage** and got a bad deal out of the last contract with the pay and other incentives. They just aren't here yet. That's another subject. I think if you **have** the people and the manpower, you could maybe work it a little smoother. It takes the people to get those people what they want, what they need. It just helps your job. It makes everything a lot smoother. There's a lot of delays because the COs have **a** personnel shortage.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-19

ROANOAKE CITY JAIL: INMATE INTERVIEW

1. **How do you feel about living in the housing unit you are assigned to?**

    •   This facility is too small - an inmate has nothing to do.

    ·   We get to use the gym only 1/wk, outdoor recreation only 1 /mo.

    ·   The toilet smells and is dirty.

2. **How safe is it for you here?**

    ·   Fights are rare, but not protected by COs.

    •   See COs as afraid of inmates.

    ·   Inmates were concerned about the lack of staff observation. Felt they had to 'defend themselves.'

3. **Does the housing unit give you the privacy you** need?

    ·   Inmates did not feel they had much privacy. They were particularly concerned about the openness of the bathroom.

4. **How do you feel about the equipment or activities available to you in the housing** unit?

    ·   Inmates felt the facilities within the pod were acceptable, but were upset about the lack of access to indoor and outdoor recreation areas.

5. **What are your contacts with staff like?**

    ·   Inmates feel their room is isolated - if have problem in night there is no way to get the attention of the CO.. could yell and not be heard.

    •   Some Inmates admit to giving COs hard time. They feel some COs see them as 'dumb.'

6. **How do inmates treat the housing unit?**

    ·   Inmates reported that others treat the living unit well. They did not feel vandalism was a problem.

7. **What Is It like when it gets crowded here?**

    ·   Not crowded.

8. **What kind of control do you have over the lighting and temperature in the housing unit?**

    ·   Inmates **have virtually** no control over environmental conditions.

9. **What aspects of the housing unit's design and operation work well?**

    •   **Access** to telephones **and** meats seem to be no problem here.

10. **What would you change about the** design **or operation of the housing unit you live in?**

    ·   The biggest complaints are of the lack of access to recreation, and the isolation of the bedrooms.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 20

ROANOKE CITY JAIL: STAFF INTERVIEW

1. **How do you feel about working in the housing unit you are assigned to?**

   . **See environment** as good, secure but don't like blind spots

     - would like to be able to see more from one spot (or with video).

   · Major stresses

     - shift changes (l/week)

     - lack of sunlight (none on interior).

2. **How safe is it for you here, especially in working at your typical post?**

   • **See as fairly safe** for self and inmates- only safe to go in pod with lockdown. If Inmates near unit door, won't open it. Some bring Inmate into vestibule, beyond unit door, to talk.

   · If fight, yell "lockdown": - go in when all in room. Other wise watt for emergency team.

3. **How does the design (and operation) of the housing unit affect security?**

   • Feel the separation of inmates and officers is good for their personal safety (and necessary).

4. **How does your work setting help or hinder the privacy you need to do your job.**

   · Inmates have adequate privacy from staff -0 not from other inmates.

   · When inmate uses toilet (open off day room) other inmates took other way.

5. **What do you think about the impact of housing unit design and operations on inmates?**

   · Officers feel that the availability of phones, TV, etc. is more than adequate.

6. **What are your contacts with inmates like?**

   . COs feel that they get much verbal abuse.

7. **How do inmates treat the housing unit?**

   • **Not** much destruction of environment by inmates.

8. **What aspects of design or operations help of hinder you in dealing with crowding when (and** if) if occurs?

   · No crowding.

9. **What kind of control do you have over the lighting and temperature in the housing unit?**

   · **Main** issues of concern **for** officers was lack of access to natural lighting. Feel deprived (more than are the inmates).

10. **What aspects of the housing unit's design and operation work well?**

    · Prefer new set up of rooms with sliding bar doors for better visibility.

    · Use **non-contact visiting - see as only reasonable way.**

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and **Staff Interview Write-ups**

Page A - 21

ROANOKE CITY JAIL: STAFF INTERVIEW, Continued

11. **What would you change about the design or operation of the housing unit you work in?**

- · Things could happen in room without CO knowledge. Inmates have been known to drill on window w/o staff being able to hear (separation).

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 22

ROSS CORRECTIONAL INSTITUTION: INMATE INTERVIEW

1. **How** do you **feel about living in the housing unit you are assigned to?**

    - A lot better than where I come from, cleaner, good equipment. Other places were terrible (this is new).

    - Nothing much wrong with housing unit. Dining and gym are problems.

    - Cells are pretty good. Showers aren't. Don't maintain well enough. Showers: many don't work (4 of 8).

    - Is pretty good. Should be another room for card and board game playing. Few tables available for number of inmates. Separation would help cut down noise.

    - Not enough solitude when out of cell. Forces to associate when don't want to.

    - Not enough opportunities for activities (only pool, ping pong, weights)

    - Noisy in dayroom when is active. Not a problem in most cells, but is more active and noisy on first level.

    - Some feel is less stress, some feel is more (due to overcrowding). Stress is "mental" not from physical conditions.

    - Lowered stress is helped by freedom to wme and go from cells and in and outdoors.

2. **How safe is it for you here?**

    - Is safer than most places. Pretty cool. Don't have to watch your backs as much.

    - Overpopulation and lack of an officer at times makes it less safe than would be.

    - When someone wants to get someone, they will, no matter what.

    - Unit design makes it safe: people can't sneak up on you very easily.

    - Safer here because don't pack other inmates next to you (such as in a hallway). When officer is off unit, is **a** mind **game** to get you to believe that they trust you.

    - Problem with mixing younger ("reformatory") inmates with older ("penitentiary") ones.

3. **Does the housing unit give you the privacy you need?**

    . More privacy here.

    - Showers are ok too. More **in** shower than other places (one stall for one man).

4. **How do you feet about the equipment or activities available to you in the housing unit?**

    . Lack of telephones **(were** 2, now only 1). Lots of static about it.

    . 2 TVs but can't fit population into rooms. Some inmates have their own.

    - Not enough chairs **and** tables. Some inmates "mark" chairs as theirs (territorially).

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 23

ROSS CORRECTIONAL INSTITUTION: INMATE INTERVIEW, Continued

5. **What are your contacts with staff like?**

   · Unit management is a pass-the-buck-system (several inmates were very negative about it). Hard to get answers (several complaints). Get moved from one staff to another. Case worker is okay, unit manager is not needed. Rarely see case manager. (They seem to be contrasting this system with one run by inmates which they claim to prefer.) (Some complain of arbitrary behavior by some officers.)

   • Access to staff is easier, but sometimes don't get answers.

6. **How do inmates treat the housing unit?**

   • They take care of it, because they have to live here. Majority of inmates like to be clean. Looks halfway decent because inmates take care of it.

   · Messy by end of evening. "Porters" are responsible for cleaning it up.

   • Chairs take a beating, but due to normal wear and tear.

7. **What Is it like when it gets crowded here?**

   • Too many inmates in a small area.

   • Should limit to one per cell.

   • Guys are cooped up, start to get on each others nerves.

8. **What kind of control do you have over the lighting and temperature in the housing unit?**

   . They switch lights in cells.

   · Hard to control heat. Either too hot or too cold.

   • They feel that maintenance is inadequate. Don't order enough parts. **Wait** a long time for repairs.

   · Unit manager doesn't allow display of pin-ups or rugs on the floor.

9. **What aspects of the housing unit's design and operation work well?**

   • (see above)

10. **What would you change about the design or operation of the housing unit you live   in?**

   . **(see above)**

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 24

ROSS CORRECTIONAL INSTITUTION: STAFF INTERVIEW

1. **How do you feel about working in the housing unit you are assigned to?**

   . C.M.: I like it. Doesn't seem like a prison. Many inmates come expecting a prison with bars, which we don't have. At first makes them nervous (shocked). But they adjust. Puts the responsibility on them. Building helps to demonstrate that. Especially can let themselves in and out, less intimidating; more homey within reason.

   • C.M.: Inmates can come directly to staff: makes them more secure.

   • C. 0.: I came from an old system with cell blocks and bars. I preferred it. Inmates see it as nicer with more room to maneuver: staff has less options. Don't expect problems, smaller isolation area so have to deal in other ways. Not completely satisfied.

   · C. C.: disagrees (also came from old system): both for inmates and staff: appreciates emphasis on privacy. Campus plan was controversial, but is a much better place to work. Inmates don't necessarily treat it better (are in habit of tearing it up).

   · U.M.: is best designed institution she's been in. Have much more inmate contact: can resolve problems on the spot before they flare up. Officers on small podium don't have enough space to do paperwork. But design is excellent in having case manager right on the pod so can assist the officer. Program staff can see outside of the building (better than the C.O.); helps to catch things there. Overall the design meshes well with the operational concept of having the staff available in the unit.

   • C.C.: the design is wonderful; also the operational concept. **A** problem, though, is inadequate staffing, so that don't **always** have an officer on the pod (50% of time is one officer alone in two units). When is only one for two, can't see from one side to the other: also keys are different for the two podiums. Would be better if two were closer: more visible. Case officers do help to cover.

   · Stress? Need to evolve to reduce stress. Is a blend of custody and treatment (stresses: hard to resolve conflicts between the two approaches).

2. **How safe is it for you here, especially in working at your typical post?**

   • Feels safer than where was before, but need an officer in each pod to really give safety.

   · Being face-to-face with inmates does not concern staff (even females): still have to "watch your back since often don't have any back-up. Feel less safe in program area since can't be seen by pod officer. Vulnerable area - though have never had an incident.

   · Levels of assault: feel is not higher here. May lower levels of tension and therefore violence and assault. But have to make an effort to remember that is a prison. See a problem developing and can take action to defuse it.

3. **How** doss **the design** (and **operation) of the housing unit affect security?**

   · One CO feels that campus plan is too spread out, compared to a "telephone pole" where back-up is closer.

   · Contraband: newer: inmates haven't had the time to discover hiding places or alter the building much yet.

4. **How does your work setting help or hinder the privacy you need to do your job.**

   · Plenty of privacy. Are offices for all staff (CO and CC share and office in area C).;

   · At podium, may ask inmates to back away when are doing paperwork. Officers seem to set their own rules for this. Some pods have table/desks; others do not.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 25

ROSS CORRECTIONAL INSTITUTION: STAFF INTERVIEW, Continued

5. **What do you think about the impact of housing unit design and operations on inmates?**

   · Hard for some inmates to learn to cope with the degree of responsibility that they have.

6. **What are your contacts with inmates like?**

   · More opportunity. Inmates can make more contact with staff. With multiple staff, if don't like what one staff says, can go to another (shouldn't).

   • Quality of communication: is better. Also between different categories of staff.

   · C.O. is on unit for 6 months, get to know inmates and their problems. Inmates can't fake: see their normal, constant behavior. More informal, more real (not like in a central office).

   · Friendly is not always the best type of interaction. Inmates still need to know that is a distance. Needs to be professional in quality. Help them learn how to avoid their problems. Some officers make it cordial with inmates, others choose not to.

   · Need element of unpredictability in terms of when make rounds, when move between units.

7. **How do inmates treat the housing unit?**

   . Some felt that treat with respect: others felt that do not.

8. **What** aspects **of design or operations help of hinder you in dealing with crowding when (and if) If occurs?**

   · Few problems with double bunking. If had majority doubled, would be much worse. Get many complaints about cell mates.

   • Better than other institutions. Have more control. Inmate has freedom to come and go in and out of cell at will during most times.

   · Use lower housing density as a reward (or higher as a disincentive): if have disciplinary problems, don't get to progress to lower bunk or single cell. Inmates have to request a transfer (so if like double, can stay in it).

9. **What kind of control do you have over the lighting and temperature in the housing unit?**

   · Inmates can control light (officer does not have override), inmate can control ventilation (sliding window); no one at pod can control heating/cooling (is central).

10. **What aspects of the housing unit's design and operation work well?**

   · Likes the openness **and** the windows, being able to look out.

   · From **dayroom, can** see every cell and can hear what's happening.

11. **What would you change about the design or operation of the housing unit you work in?**

   · Have two officers on the pods during waking hours.

   . Showers are in **a** bad spot.

   · Isolation from other officers. Distances, especially in bad weather (back up officers would be exhausted by the time they got there). More carts?

ROSS CORRECTIONAL INSTITUTION: STAFF INTERVIEW, **Continued**

- Window is needed in the laundry room so can see in (do get fights in there).

· Is also **a** problem with some offices being so visible from the dayroom (and the outdoors). If someone snitches, inmates assume they know who it is (having seen them in the office just before someone gets in trouble).

- Some would take recreation out of the unit especially the pool table (high level of activity and conflicts) .

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 27

LEIBER CORRECTIONAL INSTITUTION: INMATE INTERVIEW

1. How do you **feel about** living **in the housing unit you are assigned** to?

    · Its noisy here. The big hard open surfaces make it too noisy.

    · Inmates do not feel badly about the living environment, but cannot separate the setting from the crowding. Many noted the stressful quality of living here due to the crowding.

    . They said, however, that "it's still better here than in any other SC facility" ; "This is heaven"; "There is less violence here."

    • The environment of the living units (openness, DS) helps keep it tolerable even with the crowding - it's hard for things to happen unseen by staff and inmates.

2. **How safe is it for you here?**

    . Some assaults go unreported - (there is more intimidation than actual assault) . . . related to crowding.

    · Phones are the cause of most fights - need more acoustic privacy in the phone room and need more phones.

3. **Does the housing unit give you the privacy you need?**

    • You lose privacy when you are in a double room (for example, for the toilet, you have to look other way when roommate uses it).

    • There were some complaints of lack of privacy for telephone use, because of three people on the phone in the small phone mom at once.

    · Phone shortage is acute (only 4 local and 2 tong distance phones for 220+).

5. **What are your contacts with staff like?**

    • Staff contact is generally good (especially on living units) - but inmates predict problems brewing - they expect an eruption soon (probably in the yard, rather than on the living unit, with staff who don't know inmates as well).

    · While most staff treat inmates well, some are overly guarded and suspicious. **A** recent fight almost turned into a large scale problem because of an incident which inmates **say** a staff member started.

6. **How do inmates treat the housing unit?**

    · Inmates don't vandalize much ("You can't get away with it").

    · Inmates **are** proud of the **way** they **care** for the unit. A horticulture team has added plants to the dayroom.

7. **What is it like when it gets crowded here?**

    • Crowding causes some **spaces** to be undersized - shortages are especially acute at the mess hall & canteen.

    • Tempers flare from **waiting** such as for food and mail call.

        - Crowding is "demoralizing" - leads to more vandalizing they say.

        - Double bunking is especially bad after 5:30PM when all inmates are inside or during lockdown.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 28

LEIBER **CORRECTIONAL INSTITUTION: INMATE INTERVIEW, Continued**

8. **What kind of control do you have over the lighting and temperature in the housing unit?**

   · Inmates have good amount of control - can open room windows, have room keys - except form inability to get away from others when in a double room.

9. **What aspects of the housing unit's design and operation work well?**

   • They like the spaciousness of the like large open bay ('rock' area).

   • They are comfortable with physical set up - but want more outside recreation.

10. **What would you change about the design or operation of the housing unit you live** in?

   • Complaints focused on lack of programs, double bunks, and on overcrowding.

   • The television room is considered too small, especially with the extra population.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 29

LEIBER CORRECTIONAL INSTITUTION: STAFF INTERVIEW

1. **How do you feel about working in the housing unit you are assigned to?**

    · They see their job as skilled - skill is how to handle people (want more training in counseling).

    . Only 1 co for 110 is stressful: "answer phone, break up fights, counsel Inmates, take verbal abuse."

    · Environment helps safety - "I can see the inmates all time."

    • Several note that part of their job is to be **a** counselor.

    • They see job as preventing problem before they happen.

2. How **safe is it for you hers, especially in working at your typical post?**

    . They feel there is less hostility than in other SC facility.

    • They don't feel uncomfortable or unsafe, yet on edge

        many inmates around

        "no place to go and hide" (some want control).

    • Some recent incidents have reinforced potential danger for many.

    • They see the setting as safe for the inmate.

    • They feel there are some drugs, assaults, and weapons on the unit that they don't know of

    . They all like Quay classification system - it helps keep violence down.

    • Overall, they see inmates as safe - not in much danger.

3. **How doss the design (and operation) of the housing unit affect security?**

    • They feel there is some fire risk (would have to open 40 manual locks on rooms in case of fire).

    • Some **are** concerned of blind spots on second floor where inmate or officer could be attacked.

    · Most feel the layout helps surveillance, inmate contact, and therefore security.

4. **How does your work setting help or hinder the** privacy you need to do **your job.**

    . Some indicated they would appreciate more privacy for paper-work - so don't have inmates 'hanging on my **shoulder.**'

    • Some felt job had no special privacy needs.

    · A few **said** would **like to have a** control in to go into for more privacy and to have a place to hide if trouble starts.

5. **What do you think about the impact of housing unit design and operations on inmates?**

    · Most felt that the environment (openness, contact, visibility, help keep the setting manageable).

    • Staff agreed that more telephones were necessary and that most incidents concerned the phones.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 30

LEIBER **CORRECTIONAL INSTITUTION: STAFF INTERVIEW, Continued**

6. **What are your contacts with inmates like?**

   - All officers indicated that contacts with inmates are constant and mostly pleasant.

   · Most felt they had casual and non-hostile contacts. Many were wary of interaction becoming too friendly.

   · Most said that contacts were in the unit area, but some said that they felt too tied to the desk for paperwork, and therefore had contacts there.

7. **How do inmates treat the housing unit?**

   · Most officers said inmates treat the setting well.

   · Inmates clean the space well (on a set schedule), and some take pride in keeping it up (such as with house plants).

8. **What aspects of design or operations help of hinder you in dealing with crowding when** (and if) if occurs?

   - They note crowding problems and a recent cafeteria incident (a fight started when an officer stopped an inmate from 'cutting' in line) - and some fear a possible outbreak of violence if crowding continues.

   - Crowding is the major problem - the cafeteria is too small, room privacy difficult to achieve, there are more fights **and** weapons, the TV lounge too small, medial services are harder to get, mail call is slower - it all makes the men more hostile.

   - They **say** that at 120 they could know all Inmates - at 210 can't.

   · "85% safe before double bunking, 75% now"

9. **What kind of control do you have over the lighting and temperature in the housing unit?**

   - This place is good for control - Inmates have keys and can open windows. They can open and close doors **as** they wish.

10. **What aspects of the housing unit's design and operation work well?**

    - This is "more cheerful...it works better..Inmates have freedom to make choices, do what they want..I wouldn't change anything."

    - Officers like unit management - it puts more staff on the unit . . they take care of Inmate needs quickly.

11. **What would you change about the design or operation of the housing unit you work in?**

    - **Overcrowding.**

    - They see the major design problem as blind spots (2nd floor of unit).

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 31

RIVERFRONT STATE PRISON: INMATE INTERVIEW

1, **How do you feel about living in the housing unit you are assigned to?**

- Those in the honor dorm were very upset about conditions there- 18 to a small dorm room.

- Inmates in 'regular' living units indicated that the units were generally comfortable.

- See as fairly stressful setting.

- Very noisy (PA system too loud and dayroom echoes) - hard to hear phone or sleep.

- Boring...little to do here.

- Lack of a window is a problem. No fresh air.

- This is less stressful than other New Jersey Prisons.

2. **How safe is it for you here?**

- Most inmates see this as **a** safe environment. They see fairly few fights and blame those that occur on individual personalities. Environmental influences mentioned include the lack of telephones in the dayrooms.

- Fights are fairly rare.

- There are some fights, mostly because of boredom or being tense from the noise.

- One recent fight was in the weight room. Just 1 for 500 guys.

- The officer response to an inmate fight is pretty quick.

3. **Does the housing unit give you the privacy you need?**

- In most areas privacy was seen as good - for showers, toilets and sleeping.

- There was significant concern about telephone privacy (one can't hear well on a phone which is near the TV in an open dayroom). Noise problems also interfere with conversations at the staff desk or in the dayroom.

- There is some privacy in the cell, but its too noisy even there.

- The toilet is near the cell door so anyone can see in.

- The keys to room doors are good. Inmates can get in and out of rooms as they want.

- Need more privacy for the phone (can hear conversations, everyone else can overhear you), and need a quiet place to study.

4. **How do you feel about the equipment or activities available to you in the housing unit?**

- Inmates would like to have more telephones in the living **area** to reduce waiting.

- The air quality is very poor here. It doesn't smell good or feel fresh.

- Not enough **access** to the yard... need large play area.

- One small **weight** mom is not enough.

- One phone is not enough. Inmates are always wafting. Some fights are over the phone.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff **Interview Write-ups**

Page A - 32

RIVERFRONT STATE PRISON: INMATE INTERVIEW, Continued

5. **What are your contacts with staff like?**

    - **A** number of inmates that contacts with inmates were all often unpleasant. They described staff as having an "attitude", **and** as being unresponsive to their requests.

    - Inmates feel somewhat isolated from staff. It is hard to contact an officer when one is not touring through the unit. There is particular concern about the slow response time in the case of an emergency - such as **a** fire.

    - Contacts are inconsistent...some officers treat inmates very well. Others ignore them or treat them badly.

    - Most of the conversations with staff are very short...very little real conversation.

    - Staff are not very well trained...some don't know how to talk to inmates.

6. **How do inmates treat the housing unit?**

    - Vandalism is fairly low. Inmates feel that for the most part the facility is well treated by inmates.

    - Some treat it well, others lousy.

    - There is some breakage, but it's mostly accidental. Some inmates break their irons, but is because they're cheap irons and the inmates don't know how to handle them.

    - There is some IV breakage and some graffiti, but not too much. If some guy is playing the TV too loudly, his cord will get cut.

    - Basically, this is a real clean prison.

7. **Whet is it like when it gets crowded here?**

    - The honor dorm is a major problem. Inmates clearly feel that crowding there increases personal stress, vandalism, and fights.

8. **What kind of control do you have over the lighting and temperature in the housing unit?**

    - Inmates do not have control over windows or ventilation. They have what they feel is sufficient ability to adjust lights in the room, and **can open and close doors as** they wish.

    - The air is a real problem. It's stale and there are no windows.

    - There **isn't any way to** fix the temperature.

9. **What aspects of the housing unit's design and operation work well?**

    - Inmates cited the **privacy** of single rooms as a positive feature of the facility.

    - The private rooms **and** inmate keys work well.

    - The unit is real **clean.**

    - The ability to talk directly to the CO is good (vs. NSP) Makes it easy to deal with the CO

10. **What would you change about the design or operation of the housing unit you live in?**

    - Inmates commented on the need for additional phones to reduce waiting and altercations.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page **A - 33**

RIVERFRONT STATE PRISON: INMATE INTERVIEW, Continued

- Inmates claimed that the day area was noisy, making telephone conversations difficult, and bothering them inside their rooms.

- There is a need to have the CO around (not off the unit half the time) to keep it safe.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - **34**

RIVERFRONT STATE PRISON: STAFF INTERVIEW

1. **How** do you feel about **working** in the housing unit **you are assigned to?**

    · **Most** officers feel Riverfront provides a reasonable environment for inmates re: safety and comfort.

    · Many indicate concern that security was too 'loose.'

    • Officers do not feel especially stressed.

    • The architecture is clean and brighter - the windows have no bars...it has a good psychological effects on the inmates.

    • The design has too many blind spots - it's too hard to see what's going on everywhere.

    • There is less stress here than most places... a real peaceful environment,

    • The open officer stations are too accessible to inmates. Too easy for them to reach in to the controls.

    · I like inmates to have keys to their rooms. Easy for them and less work for us.

2. **How safe** is **it for you here, especially in working at your typical poet?**

    • Officers feel safe in the living areas although they expressed concern about being distant from staff in others areas of the facility should trouble occur.

    • They did indicate that there was significant risk of assault for inmates.

    • There's always a threat in this job. but its less tense here.

    · Its safe here for the inmates.

    • There is no place for inmates to hide contraband or weapons.

    • There are fights when the officer is on the 'other side'

    · I feel reasonable safe, but the (officer station) is too open. Could be taken over by the inmates easily.

    · You find a few shanks here but the the atmosphere's not hostile.

3. **How does the design** (and operation) **of the housing unit** affect **security?**

    • Officers **are comfortable** with the open desk officer station. Most said that they were not concerned about inmates approaching the desk, and felt most contacts with inmates were positive.

    • Officers agree that the design allows them to control movement well.

    . There are too many blind spots. Can't see enough from the officer station.

    • The inmates could be grabbed by the inmates too easily. Needs to be enclosed.

4. **How does your work setting help or hinder the privacy you need to do your job.**

    • Officers did not feel they had enough privacy for doing their personal work. They argued in favor of adding a panel to the front of the station to increase the privacy and security of reports and controls.

    • Officers have plenty of privacy for what they do.

    · I don't need privacy while I'm on the job.

National Institute *of Corrections*
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-35

RIVERFRONT STATE PRISON: STAFF INTERVIEW, Continued

· Inmates have good privacy here. Being able to go into their room whenever they want is good.

5. What do you think **about the impact of housing unit design and operations on inmates?**

● This place is OK.

· Having the keys to your room makes this place more relaxed for inmates.

● This place is fine except for the open officer station -- close it to make the job less dangerous.

· It's good for the inmates -- good privacy, telephones, TV in rooms, private cells.

· Inmate privacy makes this place much more peaceful.

6. **What are your contacts with inmates like?**

● Officers do not feel as isolated as do officers in NSP. They are in close contact with their unit partner.

● Officers see themselves in frequent, constant contacts with inmates, many indicate counseling occurs regularly.

. Officers indicated that the open staff desk serves well in keeping them in touch with the inmates and the 'feel' of the living unit.

· Inmate contacts regularly occur at the officer station, especially with the desk officer while the touring officer is in the other living area.

● My contacts are good. I have to interact frequently...& the only way for the unit to run.

· I talk with inmates a good deal. They come to the station with their problems.

. They approach me with their problems to talk.

. I interact with them all day. Its not always serious... sometimes its friendly, but professional.

7. **How do inmates treat the housing unit?**

● Officers indicate that inmates take fairly good care of the facility - with infrequent vandalism.

● Attribute to observation of staff and newness of facility.

● They treat it good and keep it up. There is some graffiti, but less than in other places.

● I find some weapons around here and some vandalism.

● There is some dirt here... some inmates don't care about the place.

● There is some graffiti and breakage - but not too much. It could be cleaner in some areas.

● Most of the vandalism is not on purpose. They keep it clean because the COs make them clean it.

8. **What aspects of design or operations help of hinder you in dealing with crowding when (and if) if occurs?**

· Crowding is a major problem on the honor dorm, where an educational center has been converted into housing for 54 inmates. Officers are concerned about the crowded and uncomfortable conditions,

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-36

RIVERFRONT STATE PRISON: STAFF INTERVIEW, Continued

and the potential for danger even among these 'honor' inmates. (Note inmates are in 18 bed dorms in this space.)

9. What kind of control do you have over the lighting and temperature in the housing unit?

- Officers indicated having very little control available by officers or inmates of windows, vents.

- Inmates can control room lights.

- Officers have little control over lights in living areas.

- Control over the lights is OK, but there is essentially no control over the temperature or ventilation

10. What aspects of the housing unit's design and operation work well?

- Officers are satisfied with the easy access to the front yard as recreation areas.

- Officers feel comfortable with the open control station.

- It's pretty quiet here. If its loud I tell them to turn down the TV.

- It's pretty comfortable here for inmates.

- The colors and brightness create a good atmosphere for the inmates...makes it more relaxed.

11. **What would you change about the design or operation of the housing unit you work in?**

- Main complaints are not design complaints but rather are policy ones - officers are concerned about what they feel is a 'too liberal', 'social worker' attitude toward the inmates

  - they feel that there is a need for more stringent security measures.

- Officers feel that recreation space is insufficient.

- There is a need for greater visibility. Officers need to be able to see all of the unit from the station.

- They need to close the officer station, so inmates can't reach in.

- They should make an enclosed officer station, but only if there is a second officer out on the living units.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-37

NORTHERN STATE PRISON: INMATE INTERVIEW

1, How do you feel about living in the housing unit you are assigned to?

- See physical setting as reasonable and fairly comfortable -most complaints are about policy and staff attitudes, rather than physical issues.

- I've seen a lot worse. This isn't so bad.

- You need much more movement here. Too limited..no yard.

- The noise level is a real problem. It's very stressful. I makes it hard for the CO to hear you, especially through the intercom.

- The door system is bad. Its hard to call the CO. Once your in, its hard to get out.

- There is no fresh air in here, no window to open.

- There is a lo t of stress in here, from the noise and the boredom.

2. How safe is it for you here?

- Inmates do not indicate major concerns of assault from other inmates, but suggest interactions with staff are negative, that staff have hostile attitude.

- When fights do occur they are most likely to be in the day area, for example over use of the telephone.

- There isn't much assault here, but its easy to do.. Its easy to be out of sight of the CO.

- The CO is not here a lot. so inmates have to take care of their own safety.

- Not many fights but much verbal assault.

- The COs here aren't well trained. Don't know what to do.

- The fights are over petty theft. It would help **if the CO were on** the tiers **all the time.**

3. Does the housing unit give you the privacy you need?

- Inmates feel that the unit affords adequate privacy for sleeping, toilet use and showers. There are few reasonable meeting places for private interaction. Noise becomes a problem in this respect.

- Telephones are in an open area of the dayroom, making phone privacy nonexistent.

- There is not much privacy. Need more solitude.

- The female staff can see in the rooms - hurts privacy.

- There is no place to be left alone, or get away from the noise.

4. How do you feel about the equipment or activities available to you in the housing unit?

- inmates are concerned about lack of telephones. TVs are not a problem since inmates can have personal sets in their room.

- TVs are fine...having a TV in the room is plenty.

- Need more phones - wait to long for a phone.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A - 38

NORTHERN STATE PRISON: INMATE INTERVIEW, Continued

- Need privacy for telephone calls.

5. What are your contacts with staff like?

- A number of inmates felt that contacts with inmates were all often unpleasant. They described staff as having an "attitude", and as being unresponsive to their requests.

- Inmates feel somewhat isolated from staff. It is hard to contact an officer when one is not touring through the unit. There is particular concern about the slow response time in the case of an emergency - such as a fire.

- There are **a** lot of individual differences. Some of them you can talk to, but some have an attitude.

- There's not much contact with the officers.

- The environment makes it hard to talk to the staff. One is away most of the time, the other is in the booth.

- There's not much hostile talk, just some gibes.

6. How do inmates treat the housing unit?

- Some inmates indicated that others do not care well for the facility because of their 'upbringing'.

- Because of inmate work groups cleaning the facility, they feel it is generally maintained in fairly good shape.

- Inmates treat this place good.

- They keep it clean because of the petty charges for not cleaning.

- There's nothing to break here.

- The TV will get broken if someone is always playing it too loud.

7. What Is it like when it gets crowded here?

- Not crowded.

8. What kind of control do you have over the lighting and temperature in the housing unit?

- Did not feel that they had any control over windows or ventilation. They have what they feel is sufficient ability to adjust lights in the room, and can open and close doors **as** they wish.

- Temperature is a real problem. Had a time last summer when the air conditioning broke down, and there were no windows to open.

9. What aspects of the housing unit's design and operation work well?

- The 'front **yard'** recreation area is seen as a good point.

- Inmates appreciated the 'newness' and good condition of the setting.

- inmates feel the single rooms are important for comfort and safety.

- The TVs in the rooms are good. The place is pretty clean and comfortable.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-39

NORTHERN STATE PRISON: INMATE INTERVIEW, Continued

10. Whet would you change about the design or operation of the housing unit you live in?

·   Some physical complaints related to new building shakedown.

·   Some said the plumbing was poor and unreliable ("the water tastes bad").

·   Some were also concerned that the site was built on city dump, and asked about possible toxic waste pollution.

·   Several commented on uneven heating/cooling and insufficient ventilation.

·   Several noted the need for additional phones to reduce waiting and altercations.

·   A number of inmates pointed to the need for a children's play area in visiting room.

·   Inmates complained that the hard, large surfaces make noise a problem ("you cannot hear yourself think").

·   Need windows that can be opened.

·   The visiting space is bad. Need an outdoor area and a place for kids.

·   The way the doors close is hard. Want to be able to close doors without calling to staff.

·   The CO needs to be on each tier.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-40

NORTHERN STATE PRISON: STAFF INTERVIEW

1. **How do you feel about working in the housing unit you are assigned to?**

   - Officers do not feel especially stressed.

   - Feel this is a new environment which has not yet "shaken down."

   - See this as good environment to work in.

   - There is poor visibility on the living units. The officer is separated from the "other side and can't see or hear inmates.

   - Need to have an officer on both sides to keep observation of the inmates.

   - The intercom system is very bad. It's difficult to hear.

   - There isn't much stress here once you get to know the inmates.

   - The officer station has very poor visibility.

   - This place is pretty good for officers and inmates...Stress is pretty low.

   - I'd like to have an open officer station (as in RSP).

2. **How safe is it for you here, especially in working et your typical poet?**

   - Officers feel safe in the living **areas** but feel somewhat isolated.

   - Some shanks exist...there are weapons here.

   - Inmates are pretty safe here - they have their own cell to go to.

   - Inmates on one side are in danger when the officer is on the other side.

   - There needs to be an officer on each side.

   - It's safe here and the CO is OK>

   - There is something always going down on the other side...need an pen officer station.

3. **How does the design (end operation) of the housing unit effect security?**

   - Officers agree that the design allows them to control movement well.

   - Main problem is poor visibility into the living area from the control area - from station have very limited vision into the living unit.

4. **How does your work setting help or hinder the privacy you need to do your job.**

   - Officers have fair privacy for own needs (closed station provides) - have few places on unit to go for meetings with inmates.

   - There is plenty of privacy here for the officer -there's a toilet in the closed offer station.

   - Officers have all the privacy they need.

   - inmates have enough privacy - they have their own cells.

   - Inmates have more privacy here than they deserve - better than at home.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-41

NORTHERN STATE PRISON: STAFF INTERVIEW, Continued

5. **Whet do you think about the impact of housing unit design end operations on inmates?**

    - The environment here is good for the inmates -- pleasant colors on the walls, fresh air in the front yard.

    · Inmates like it -- they have individual cells, TVs and phones -- no problem.

    - The poor visibility makes it hard to keep an eye on inmates.

6. **Whet are your contacts with inmates like?**

    - Officers see themselves in frequent, constant contacts with inmates, many indicate counseling occurs regularly.

    · Most contacts take place in day area during tours.

    - Contacts are most usually brief - requests from inmates.

    - I'm talking all day with inmates.

    · Most of my contacts are pleasant and friendly.

    - Officers and inmates interact frequently...there it's not much hostility.

7. **How do inmates treat the housing unit?**

    - Officers indicate that inmates take fairly good care of the facility - with infrequent vandalism.

    - Attribute to observation of staff and newness of facility.

    · inmates could be more respectful of the place...they don't always put their cigarettes in the the butt can.

    . Vandalism is not bad....not too much gets broken here.

    - Most take pretty good care of this place...they have too.

    · Inmates mostly treat it OK...but some are slobs.

8. **Whet aspects of design or operations help of hinder you in dealing with crowding when (end if) if occurs?**

    - No crowding.

9. **Whet kind of control do you have over the lighting end temperature in the housing unit?**

    - Very little control available by officers or inmates of windows, vents.

    - Inmates can control room lights.

    - Officers have little control over lights in living areas.

    · Lighting is easy to control, but there is no control on temperature or ventilation.

    - Need to be able to open some windows here. Especially in the control station there is no air.

    · If the AC doesn't work or the temperature is too hot, there is nothing you can do.

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Inmate and Staff Interview Write-ups

Page A-42

NORTHERN STATE PRISON: STAFF INTERVIEW, Continued

10. What aspects of the housing unit's design and operation work well?

- **Front yard as recreation areas works well.**

- **Rooms provide privacy.**

- Officers like having control room.

- Like use of CCTV in stairwell to monitor inmate passage.

- The rooms provide privacy for the inmates.

11. **What would you change about the design or operation of the housing unit you work in?**

- Feel isolated from other staff.

- Feel control room has poor location for surveillance.

- Officers very dissatisfied with the officers facilities -upset that in new facility so little attention was paid to officer changing and meeting spaces.

- Its to comfortable here for the inmates...more than they deserve.

- Its to easy to hide contraband in the cell

- There needs to be better visibility of the units from the control station.

- This would be better if the control station was more open...or at least have an officer on each unit.

- The sliding doors are a problem. Its hard for someone inside to be heard by the officer to get them opened.

DATA GATHERING INSTRUMENTS

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-43

SECTION A: ADMINISTRATOR QUESTIONAIRE

1. ___ ___ ___ ___ ___
(Office use) facility code

This section of our survey deals with policy, planning and attitudes concerning the correctional environment. It should be filled out by a high level administrator of your institution. If the institution consists of more than one separately administered facility, please complete this form for that one facility within the institution which is closest to medium custody or general population. Indicate the name of the facility in the following space and please be sure that Section B of this survey is completed for the same facility.

Name of Institution/Facility: _____

Address: _____
Street/ PO Box

2.

_____
City, State, Zip

Name of Respondent: _____

Title of Respondent: _____

Phone #: (____)_____

The following questions are being asked of a broad range of different types of facilities and thus are somewhat general. Please answer the questions as fully and accurately as possible, even though some items may not seem applicable to your facility. Please answer the questions based upon the following definitions:

typical: The most frequently occurring or highest percentage of an item. For instance, if a question asks about the "typical cell", and your facility has more single occupancy cells than any other type, the answer should be based on the single occupancy cells.

direct: supervision Officers are posted in housing units with no physical barriers separating them from the inmates.

indirect: supervision Officers are posted in control booths with a view of all areas in the housing units but separated from inmates by glass or bars.

intermittent supervision Officers make rounds or pass through the housing unit periodically without continuous observation by officers in the housing unit or a control booth.

PHYSICAL ENVIRONMENT AND DESIGN

Safety and Security

Please indicate the extent to which you agree or disagree with the following statements by circling the appropriate number.

3. Most inmates in this facility feel that there is little danger of being assaulted by another inmate.
(1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

4. Most inmates in this facility feel that there is little danger of being sexually assaulted.
(1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering instruments

Page A-44

5. Most inmates in this facility feel that there is little danger of attack or harm from officers.
   (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

6. Most officers in this facility feel that chances of injury from inmate assault are low.
   (1) strongly agree   (2) agree ·   (3) neutral   (4) disagree   (5) strongly disagree

7. Most officers feel comfortable entering an inmate living area, even with no other staff present.
   (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

6. Inmates are often verbally abusive to staff.
   (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

9. The design of this facility makes it difficult to control internal movement (e.g., to work, dining, or programs).
   (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

10. The design of this facility makes it difficult to separate inmates who should not be together (e.g., protective custody, gang members, or weak inmates from aggressive ones).
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

11. The design of this facility could make it difficult to get inmates to safety in case of serious fire.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

12 The design of this facility makes it difficult to prevent suicide attempts.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

13. . The design of this facility makes it difficult for inmates to escape.
    · (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

Surveillance

Please answer the following questions for "typical" living units within your facility.

14. In this facility, all parts of each housing unit (including cell doors and showers, but not necessarily inside of inmate rooms/cells) can be seen from a stationary, regularly staffed location.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

15. Staff have to keep in motion in living areas if they are to adequately see what is going on.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

16. An officer who is outside a living unit can easily look in and see what is going on.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

17. It is extremely important that all inmate areas be visible from a regularly staffed station.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

18. The design of this facility supports effective surveillance of inmates.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

Type of Supervision

Direct Supervision is not appropriate for inmates at the following security levels:

19.	**General:**	(1) strongly agree	(2) agree	(3) neutral	(4) disagree	(5) strongly disagree
20.	**Minimum:**	(1) strongly agree	(2) agree	(3) neutral	(4) disagree	(5) strongly disagree
21.	**Maximum:**	(1) strongly agree	(2) agree	(3) neutral	(4) disagree	(5) strongly disagree

22. In general, direct supervision allows better control over a facility.
   (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

23. For our type of facility (and inmate) direct supervision would needlessly endanger custody staff.
   (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

24. Direct supervision generally requires fewer staff to operate the same type of facility.
   (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

25. Direct supervision makes a facility safer for inmates.
   (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

Furnishings, Equipment, Etc.

Typically, how appropriate would the following materials be for your correctional facility?

		Very Appropriate	Somewhat Appropriate	Neutral	Somewhat Inappropriate	Very Inappropriate
26.	Moveable furniture	[ ]	[ ]	[ ]	[ ]	[ ]
27.	Metal furniture	[ ]	[ ]	[ ]	[ ]	[ ]
28.	Plastic furniture	[ ]	[ ]	[ ]	[ ]	[ ]
29.	Wood furniture	[ ]	[ ]	[ ]	[ ]	[ ]
30.	Upholstered furniture	[ ]	[ ]	[ ]	[ ]	[ ]
31.	Carpeting	[ ]	[ ]	[ ]	[ ]	[ ]
32.	Brightly colored walls	[ ]	[ ]	[ ]	[ ]	[ ]
33.	Doors with bars or grates	[ ]	[ ]	[ ]	[ ]	[ ]
34.	Hollow metal doors	[ ]	[ ]	[ ]	[ ]	[ ]
35.	Solid wood doors	[ ]	[ ]	[ ]	[ ]	[ ]
36.	Large windows	[ ]	[ ]	[ ]	[ ]	[ ]

Condition and Cleanliness

Please rate the cleanliness of the following areas using the scale provided ("Very Poor" means the area is often dirty or sometimes very dirty; "Very Good" means the area is usually very clean).

		Very Poor	Poor	Neutral	Good	Very Good
37.	Dayrooms	[ ]	[ ]	[ ]	[ ]	[ ]
38.	Cells	[ ]	[ ]	[ ]	[ ]	[ ]
39.	Dining area(s) (within living unit)	[ ]	[ ]	[ ]	[ ]	[ ]
40.	Toilets	[ ]	[ ]	[ ]	[ ]	[ ]
41.	Showers	[ ]	[ ]	[ ]	[ ]	[ ]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 46

Vandalism

42. There is much repair work done (or needed) in this facility which is due to intentional inmate damage (such as vandalism or graffiti).

    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

Design Evaluation

How satisfied are you with the following features or aspects of your facility?

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
43.	Moveable furniture	[ ]	[ ]	[ ]	[ ]	[ ]
44.	Overall Design of facility	[ ]	[ ]	[ ]	[ ]	[ ]
45.	Cells	[ ]	[ ]	[ ]	[ ]	[ ]
46.	Dayrooms	[ ]	[ ]	[ ]	[ ]	[ ]
47.	Staff work and break areas	[ ]	[ ]	[ ]	[ ]	[ ]
48.	Central control room	[ ]	[ ]	[ ]	[ ]	[ ]
49.	Program area(s)	[ ]	[ ]	[ ]	[ ]	[ ]
50.	Indoor recreation area(s)	[ ]	[ ]	[ ]	[ ]	[ ]
51.	Outdoor recreation area(s)	[ ]	[ ]	[ ]	[ ]	[ ]

We have had problems in our facility with the following:

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
52.	Overcrowding	[ ]	[ ]	[ ]	[ ]	[ ]
53.	Conditions of confinement lawsuits	[ ]	[ ]	[ ]	[ ]	[ ]
54.	Personal injury lawsuits	[ ]	[ ]	[ ]	[ ]	[ ]
55.	Durability of materials	[ ]	[ ]	[ ]	[ ]	[ ]
56.	Visibility of inmates areas by public (or vice versa)	[ ]	[ ]	[ ]	[ ]	[ ]
57.	Fires	[ ]	[ ]	[ ]	[ ]	[ ]
58.	Sound levels (noise)	[ ]	[ ]	[ ]	[ ]	[ ]

59. The design of this facility enhances our ability to provide effective programs.

    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

60. The design of this facility helps us to handle overcrowding.

    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

What do you consider to be the three most successful design features of your facility (e.g., things that make the facility operate better)?

61. 1. _____

62. 2. _____

63. 3. _____

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 47

What are the three most bothersome design features of the facility?

64.   1. _____

65.   2. _____

66.   3. _____

PHILOSOPHY AND POLICIES

If available, please attach a copy of your institution's formal mission statement.

What are the primary goals of this facility? Please place a number next to each of the following statements. Use a "1" for the goal which is most important, a "2" for the next most important, and so forth for all that apply. If a statement *does not apply* to your facility, check the box under 'NA'. Please be sure to place a number or check the box at each of the statements.

	N/A		
67.	[ ]	_____	Hold inmates at the direction of the courts (or other jurisdiction)
68.	[ ]	_____	Keep inmates away from the public to prevent them from committing crimes
69.	[ ]	_____	Punish inmates
70.	[ ]	_____	Train or rehabilitate inmates
71.	[ ]	_____	Assist those inmates who wish to improve themselves
72.	[ ]	_____	Provide meaningful activities (job or education) for most inmates
73.	[ ]	_____	Protect inmates from harm while inside the facility
74.	[ ]	_____	Provide a supportive environment for inmates
75.	[ ]	_____	Provide the least harmful environment for inmates
76.	[ ]	_____	Other (please explain) _____
77.	[ ]	_____	Other (please explain) _____
78.	[ ]	_____	Other (please explain) _____

79.   Loss of liberty is punishment enough.
         (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

80.   Correctional officers strongly support our basic operating philosophy.
         (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

Discipline

How likely are the following (alleged) actions to lead to a disciplinary report being written (in practice, not just by the rules)?

		Very Likely	Somewhat Likely	Neutral	Somewhat Unlikely	Very Unlikely
81.	Inmate does not clean cell	[ ]	[ ]	[ ]	[ ]	[ ]
82.	Inmate damages something	[ ]	[ ]	[ ]	[ ]	[ ]
83.	Inmate yells at inmate	[ ]	[ ]	[ ]	[ ]	[ ]
84.	Inmate swears at officer	[ ]	[ ]	[ ]	[ ]	[ ]
85.	Inmate swears at inmate	[ ]	[ ]	[ ]	[ ]	[ ]
86.	Inmate threatens officer	[ ]	[ ]	[ ]	[ ]	[ ]
87.	Inmate threatens inmate	[ ]	[ ]	[ ]	[ ]	[ ]
88.	Inmate hits inmate	[ ]	[ ]	[ ]	[ ]	[ ]
89.	Inmate hits officer	[ ]	[ ]	[ ]	[ ]	[ ]

If the population exceeds capacity, where is the overflow accommodated? (check all that apply)
90. [ ] population never exceeds capacity
91. [ ] add beds in cells
92. [ ] add beds in corridors
93. [ ] add beds in day spaces
94. [ ] other; please explain: _____

Staff and Inmate Interaction

95. Check the *one* statement below which best reflects policy on the nature of staff-inmate contact:

    [ ] Officers should be apart from inmates, observing from a fixed, secure station.
    [ ] Officers should remain in a fixed, secure booth while one or more tour
        outside inmate areas to observe.
    [ ] At least one officer should remain in a fixed, secure booth while other officers
        observe, communicate, and interact with inmates on an intermittent basis.
    [ ] Officers should be stationed within inmate areas to observe and interact with inmates.
    [ ] Other; please explain: _____

96. It is appropriate for officers to casually chat with inmates.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

97. It is appropriate for an inmate to sometimes have a certain degree of privacy not requiring physical
    presence of an officer.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

98. Officers should regularly help or counsel inmates with problems.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

99. In your opinion, what is the most desirable staff-inmate ratio on general population living units?
    _____ staff to _____ inmates

Health

100. Officers here experience fewer days lost to illness than might be expected.
     (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

101. Compared to other facilities, officers here have more marital problems.
     (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

102. Officers here have fewer drug or alcohol problems than might be expected.
     (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

103. Officers perceive working inside inmate living areas to be very stressful.
     (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

104. Officers perceive working in a secure control booth to be less stressful.
     (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

105. The stress associated with their job affects the physical and/or psychological health of line
     staff.
     (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 49

106. Inmates often leave here more healthy than when they arrived.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

107. Compared to other facilities, inmates feel that doing time here is more stressful.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

108. Compared to other facilities, inmates here make more use of sick call.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

109. Compared to other facilities, there is a higher average number of inmates visiting the infirmary.
    (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

PLANNING

If the facility was built less than 10 years ago, please answer the following questions. If it was built more than 10 years ago, please skip to the section on "Follow-up Items" on page 8.

What were the most important reasons for planning a new facility, or major renovation? Put a "1" next to the single most important reason, "2" next to the second most important, and a "3" next to the third most important reason and so forth, for all items that apply. For items that were not important, check the box under "NA."

      N/A
110. [ ] _____ overcrowding, need to increase capacity
111. [ ] _____ health conditions
112. [ ] _____ deterioration of physical plant
113. [ ] _____ inmate safety
114. [ ] _____ staff security
115. [ ] _____ security
116. [ ] _____ staff costs
117. [ ] _____ maintenance costs
118. [ ] _____ change in correctional philosophy (mission/goals)
119. [ ] _____ court order (or threat thereof)
120. [ ] _____ other, please explain: _____

Check each of the following items which was an important planning concern for your facility.

      N/A Important
121. [ ] [ ]   Indirect versus direct supervision
122. [ ] [ ]   Centralized location of services and programs versus location at housing units.
123. [ ] [ ]   High/mid rise versus low rise
124. [ ] [ ]   Connection to other government building
125. [ ] [ ]   Mode of internal inmate movement
126. [ ] [ ]   Separation of inmate groups
127. [ ] [ ]   Staff-inmate ratio on living units
128. [ ] [ ]   "Wet" versus "dry" cells (plumbing provisions)
129. [ ] [ ]   Use of institutional versus security grade locks, doors or plumbing fixtures

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 50

What sources of planning information were used to make decisions about the design and operation of the facility?:   [ ] don't know

130.   1.   _____

131.   2.   _____

132.   3.   _____

133.   4.   _____

134.   Local public and media response to our new facility has been very supportive.
         (1) strongly agree   (2) agree   (3) neutral   (4) disagree   (5) strongly disagree

FOLLOW-UP ITEMS

Would you be interested in your facility being a case study in which we will conduct in-depth, on-site surveys of a limited number of facilities? Facilities which participate will receive a special report on the findings.
         [ ] yes   [ ] no

Have you included a copy of your mission statement?
         [ ] yes   [ ] no

If you have any further comments please add them to the space provided below (use additional sheets, if necessary)..

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Thank you very much for your assistance. Please return the completed survey form to:

                              Jay Farbstein & Associates, Inc.
                              P.O. Box 1752
                              San Luis Obispo, CA 93406

National Institution of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 51

SECTION B: FACILITY AND PROGRAM INFORMATION

135. ___ ___ ___ ___ ___
(Office use) facility code

This section of this survey should be filled out by someone with access to the facility, staffing, inmate and program information about the institution. If the institution consists of more than one separately administered facility, please complete this form for that one facility within the institution which is closest to medium custody or general population. Indicate the name of the facility in the following space and please be sure that Section A of this survey is completed for the same facility.

Name of Institution/Facility: _____

Name of Respondent: _____

Title of Respondent: _____

Phone #: (____)_____

The following questions are being asked of a broad range of different types of facilities and thus are somewhat general. Please answer the questions as fully and accurately as possible, even though some items may not seem applicable to your facility. Please answer the questions based upon the following definitions:

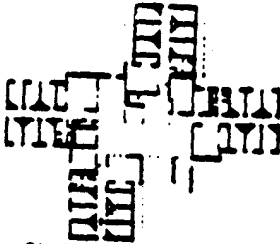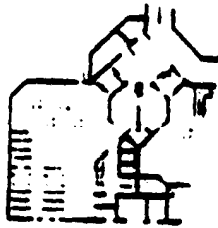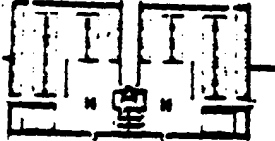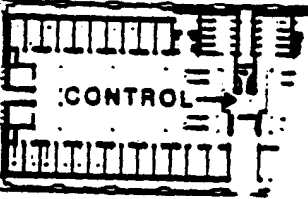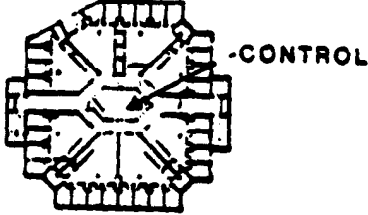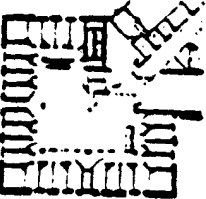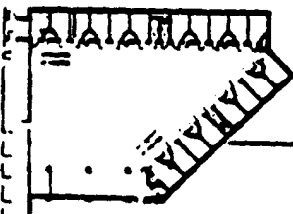|	
typical:	The most frequently occurring or highest percentage of an item. For instance, if a question asks about the "typical cell", and your facility has more single occupancy cells than any other type, the answer should be based on the single occupancy cells.
direct: *supervision*	Officers are posted in <u>housing units</u> with no physical barriers separating them from inmates.
indirect: *supervision*	Officers are posted in <u>control booths</u> with a view of all areas in the housing units but separated from inmates by glass or bars.
intermittent *supervision*	Officers make rounds or pass through the housing unit periodically without continuous observation by officers in the housing unit or a control booth.

PHYSICAL ENVIRONMENT AND DESIGN

Overall size and Space Provision

136. How old is the facility? Operational since (date) _____·_____

137. This date represents:
[ ] Completion of new (or original) construction
[ ] Completion of most recent major renovation (representing 20% or more of the value of the original facility)

138. What was the rated capacity of the facility at the date indicated in item 136 above? _____ inmates

139. What is the current rated capacity for the facility? _____ inmates

140. What is the total indoor area of the facility in gross square feet (i.e. including circulation spaces)? _____ square feet. If this information is not readily available, please provide the name and phone number of an individual who is likely to have it (e.g., public works agency or architect):

_____

Configuration and Supervision

Please check the box next to all housing unit types which occur in your facility and indicate the percent of beds for each type. The diagrams below illustrate each category, though the exact plan of your facility may differ. [Items 141 - 145]:

TYPE	% BEDS	EXAMPLES
[ ] linear cell blocks with cells off corridor	(___% beds)	Vienna, Illinois Shakopee, Minnesota
[ ] dormitories or barracks	(___% beds)	Pasco County, Florida Nassau County, New York
[ ] "modular" with cells around dayrooms with an enclosed control booth	(___% beds)	Canon City, Colorado Anderson, Indiana
[ ] "modular" with cells around dayrooms without an enclosed control booth	(___% beds)	Santa Clara, California Billings, Montana
[ ] other	(___% beds)	describe: _____

Total   100%   Diagrams from 1985 Architecture for Justice Exhibition, by AIA

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A- 53

Configuration and Supervision

Please check the box next to all housing unit types which occur in your facility and indicate the percent of beds for each type. The diagrams below illustrate each category, though the exact plan of your facility may differ. [items 141-145]:

TYPE	% BEDS	EXAMPLES

[ ] linear cell blocks with   (___% beds)
cells off corridor

                                        Vienna, Illinois   Shakopee, Minnesota

[ ] dormitories or   (___% beds)
barracks

                                          Pasco County, Florida   Nassau County, New York

[ ] "modular" with cells   (___% beds)
around dayrooms with
an enclosed control booth

                                          Canon City, Colorado   Anderson, Indiana

[ ] "modular" with cells   (___% beds)
around dayrooms
without an enclosed
control booth

                                          Santa Clara, California   Billings, Montana

[ ] other   (___% beds)   describe: _____

_____

Total   100%   Diagrams from 1985 Architecture for Justice Exhibition, by AIA

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-54

Check all of the following statements that describe the physical arrangement of configuration of the facility (ies (count each tier or mezzanine as a story).

146. [ ] one or two story building(s)   *or*   [ ] three or more story building(s)

147. [ ] a group of interconnected buildings   *or*   [ ] a group of separate buildings

148. [ ] part of a building that houses other justice or governmental facilities

149. [ ] other, please explain _____

How are the housing units supervised? If the method of supervision varies among your housing units, indicate the percentage of the population housed in each type.

150.   ___%   Direct supervision

If done this way, does policy require that officer to spend time in the following:
151.   ____% of time at a fixed desk/station, and/or
152.   ____% of time circulating within the unit?

153.   ___%   Indirect supervision

If done this way, can inmates approach the booth directly (up to a door, window or communicator)?
154.   [ ] yes   [ ] no

155.   ___%   Intermittent supervision

If done this way, how many times in an 8 hour shift does the officer visit each housing unit?
156.   ____ times per shift.

157.   ___%   Combination of indirect and intermittent supervision, i.e., an officer in an enclosed control booth with another officer plus a floor officer who directly supervises housing unit on an intermittent basis.

158.   ___%   CCTV or audio supervision, i.e., a staff person who supervises exclusively by scanning closed circuit television (CCTV) screens or monitoring audio equipment and does not usually go into the housing units.

Cell Size, Furnishings, Equipment, Etc.

Indicate the percent of cells of the types listed below, their typical area in square feet, and the percent of inmates which are housed in each type:

		Percent of Cells/rooms	Typical Area	Percent of Inmates
159 - 161.	single occupancy	____ %	_____ sf	____ %
162 - 164.	double occupancy	____ %	_____ sf	____ %
165 - 167.	multiple occupancy (3-8)	____ %	_____ sf	____ %
168 - 170.	dormitory (9+)	____ %	_____ sf	____ %
	Total	100 %		100 %

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-55

171 - 188.   Please indicate which of the following items are usually located in a typical cell (check all that apply).

[ ] bed   [ ] mattress   [ ] storage locker or bed drawer
[ ] toilet   [ ] sink   [ ] radio headphones
[ ] mirror   [ ] ceiling light fixture [ ] inmate activated intercom
[ ] clothes hook   [ ] light switch   [ ] shelf
[ ] desk   [ ] chair/seat   [ ] window
[ ] electrical outlet   [ ] reading lamp   [ ] other, list _____

189.   Do most cells have a view to the outside?   [ ] Yes   [ ] No

Check the type and materials typically found in the cells for the following items. (check each category only once)

		Material	Type	Locking
190 - 192.	Doors:	[ ] solid wood	[ ] swinging	[ ] motor driven and remote only
		[ ] hollow metal	[ ] sliding	[ ] remote locking only
		[ ] steel bars		[ ] manual locking

193.   Floors: [ ] raw concrete
                      [ ] sealed (painted) concrete
                      [ ] linoleum/vinyl tile
                      [ ] carpet
                      [ ] other (please explain _____)

194.   Plumbing   [ ] stainless steel/aluminum
       Fixtures: [ ] porcelain/vitreous china

195.   Are the sinks and water closets in the cells separate or combination units?
                      [ ] separate   [ ] combination

Dayrooms

196 - 197.   What is the number and typical size of dayrooms in the facility?

                      _____ dayrooms at _____ sf each.

198 - 212. Which of the following items or equipment are usually located in a typical dayroom? (check all that apply)

[ ] toilet   [ ] seats   [ ] telephone(s)   [ ] television(s)
[ ] sink   [ ] tables   [ ] radio(s)   [ ] books
[ ] shower   [ ] shelves   [ ] officer's desk   [ ] window to outside
[ ] drinking fountain   [ ] food/coffee serving [ ] indoor recreation equipment (ping pong, pool tables, weights)

Check the type and materials typically used in the dayrooms' furniture (check each category once).

	Material	Type
213 - 214.	[ ] steel	[ ] moveable
	[ ] wood	[ ] unmovable
	[ ] vinyl/plastic	
	[ ] fabric/padded/soft	
	[ ] concrete	
	[ ] other, describe: _____	

Check the materials typically used for the **dayroom's floors** (check each category once).

215.　　　　　　　[ ] raw concrete
　　　　　　　　　[ ] sealed (painted) concrete
　　　　　　　　　[ ] linoleum/vinyl tile
　　　　　　　　　[ ] carpet
　　　　　　　　　[ ] other, describe _____

Security

Which of the following systems are used to **secure the perimeter** of your facility? (check all that apply)

216.　[ ]　walls of the buildings
217.　[ ]　opaque perimeter wall
218.　[ ]　fence(s) with barbed wire or razor ribbon/tape
219.　[ ]　electronic surveillance (CCTV, etc.)
220.　[ ]　towers
221.　[ ]　other, describe _____

222.　Which of the following **cell locking systems** is employed in your typical housing unit? (check only one)
　　　　[ ]　manual at each cell door or manual for a row of cells
　　　　[ ]　remote from housing officer's control station
　　　　[ ]　remote from central control room
　　　　[ ]　both manual and remote
　　　　[ ]　other, describe _____

How is security provided for **exterior windows** in cells and dayrooms? Check the one response for each which best describes your typical housing unit.

		Plain glass windows (non-secure)	Large security glass windows	High or narrow security windows	Barred windows	Not Applicable (no windows)
223.	Cells	[ ]	[ ]	[ ]	[ ]	[ ]
224.	Dayrooms	[ ]	[ ]	[ ]	[ ]	[ ]

Accessibility

How easy is it for general population inmates to move between their cells and the following areas during normal daytime and evening hours? For each area, please indicate three aspects of its accessibility: whether it is open directly to an inmate or whether a door must be unlocked; whether it requires an escort or not; and whether it is available at anytime during the day and evening or only according to a schedule of use.

		Unlocked	or Locked	No Escort	or Escort	Anytime	or Scheduled
225 - 227.	Indoor recreation	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
228 - 230.	Outdoor recreation	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
231 - 233.	Program area(s)	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
234 - 236.	Day room	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
237 - 239.	Dining area	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
240 - 242.	Shower	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 57

243. Can inmates open the door to their cell or dorm to enter or leave during normal daytime or evening hours?

[ ] yes   [ ] no

Environmental Control

Who has control over the following elements in a typical living unit, the inmate, the officer at the unit, or an officer located somewhere else? Check all that apply.

		Inmate	Officer at unit	Officer elsewhere	No one
244.	Channel and/or loudness of the television in the dayroom?	[ ]	[ ]	[ ]	[ ]
245.	Lighting in cells (on/off or brightness)?	[ ]	[ ]	[ ]	[ ]
246.	Temperature and/or ventilation in cells?	[ ]	[ ]	[ ]	[ ]

Please indicate the inmate's level of visual privacy from other inmates for each of the areas below.

		Great Deal of Privacy (cannot be seen)	Much Privacy	Some Privacy	Little Privacy	Very Little/No Privacy (open to view)
247.	Cell	[ ]	[ ]	[ ]	[ ]	[ ]
248.	Toilet area	[ ]	[ ]	[ ]	[ ]	[ ]
249.	Showers	[ ]	[ ]	[ ]	[ ]	[ ]

Vandalism and Repairs

250. Approximately what percentage of your institution's plumbing fixtures were repaired or replaced last year?

[ ] none   [ ] 1 - 5%   [ ] 6 - 10%   [ ] 11 - 20%   [ ] 21 - 35%   [ ] 36% or more

251. Approximately what percentage of your institution's furniture was repaired or replaced last year?

[ ] none   [ ] 1 - 5%   [ ] 6 - 10%   [ ] 11 - 20%   [ ] 21 - 35%   [ ] 36% or more

How frequently are the following items damaged? Indicate the number of occurrences per year, using the latest year's figures (or best estimate available).

		Number of Occurrences	Known to be Intentional	Not Applicable
252.	Beds	_____	_____	_____
253.	Mattresses	_____	_____	_____
254.	Toilets	_____	_____	_____
255.	Chairs	_____	_____	_____
256.	Tables	_____	_____	_____
257.	Televisions	_____	_____	_____
258.	Telephones	_____	_____	_____
259.	Floor Coverings	_____	_____	_____
260.	Walls	_____	_____	_____
261.	Windows	_____	_____	_____
262.	Lights	_____	_____	_____
263.	Holding rooms	_____	_____	_____
264.	Clothes	_____	_____	_____
265.	Sinks	_____	_____	_____

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 58

What do you consider to be the three most successful design features of your facility (e.g., that make the facility operate better)? (If you also completed Section A of this survey and have already answered this question and the next one, please tick this box and skip to question 272: [ ])

266.   1. _____

267.   2. _____

268.   3. _____

What are the three most bothersome design features of the facility?

269.   1. _____

270.   1. _____

271.   1. _____

CONSTRUCTION AND OPERATING COSTS

Construction Costs

What was the total new construction cost and year of completion of the facility (excluding site development, site acquisition, administrative costs, architect, engineering, and construction management fees)? (Note: If the facility is part of a larger project, indicate the cost for space devoted to corrections/detention only.)

272. $_____   273.   Year: _____

If information is available, how did the initial costs break down: [ ] information not available

274.   per gross square foot $_____/gsf
275.   per bed $_____/bed

What were the total construction costs and years of completion for the three most recent major additions or remodels to your facility (i.e., with a value of at least 20% of the facility before additions)?

	Year		Cost	
276. Addition/remodel 1: _____		277. $_____		[ ] Not applicable
278. Addition/remodel 1: _____		279. $_____		[ ] Not applicable
280. Addition/remodel 1: _____		281. $_____		[ ] Not applicable

Operational Costs

What was this facility's total yearly operating cost for the most recent year (indicate which year the figures are based on and include the total amounts paid (or budgeted) for staff salaries and fringe benefits, training, uniforms, food, inmate personal items, program costs, medical and dental care, utilities, maintenance, vehicles, and equipment, but not including depreciation of buildings and equipment)?

282.   Cost: $_____   283.   Year: _____

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 59

284. That year, what were the total staff costs including salaries and fringe benefits for all facility staff (. including bailiffs, etc.)?

        Cost: $_____

285. How many FTE staff days were lost that year due to sickness? _____ days lost

286. How many FTE staff days were lost that year due to injury? _____ days lost

287. What is the employee turnover rate for the facility? _____% of employees leave per year

What were the costs that year for maintenance and repairs? (give both if they are budgeted separately)

288. Maintenance cost: $_____

289. Repair cost: $_____   [ ] Not Available

290. What was the approximate cost of defending and settling inmate originated lawsuits that year?
Cost: $_____

291. Was that year "typical" for the above costs?   [ ] yes [ ] no. If no, please explain.

OPERATIONS

Staff

292. What is the total number of full time equivalent (FTE) staff assigned to operate the facility (or part of facility relating to detention/corrections if combined with other uses)? _____

293. Of the total, how many (FTE) are custody or correctional officers? _____

294. Of the total, how many FTE are contracted from outside sources? _____

295. How many full time staff are assigned only to classification duties? _____

In a typical living unit, on the daytime shift, what are the numbers of:

296. Custody or correctional officers _____

297. Other staff _____

298. Inmates _____

299. What other types of paid staff are present in the housing unit? _____

300. How much training is provided for new officers before they are assigned to duty?
      _____ none
      _____ 1 - 20 hours
      _____ 21 - 40 hours
      _____ 41 - 80 hours
      _____ 81 or more

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-60

Which of the following subjects are covered in staff training? (check all that apply)

301.　　[ ] interpersonal communications or counseling
302.　　[ ] stress management

Inmates

303. What was the average daily inmate population in this facility over the year 1985 (or other year indicated in the next item) ? _____ inmates

304. If the figure is not for 1985, indicate time period here: _____

What percentage of the inmate population is housed in the following security levels or housing types? When added together, all responses should total 100%.

305. **Maximum** (most secure construction and highest level of staff supervision in the system):_____ %
306. **Medium** (not as restricted as maximum, but requires a locked unit and secure perimeter):_____ %
307. **Minimum** (greatest freedom of movement for inmates; may have dormitories; living areas may not be locked; perimeter security is limited): _____ %
308. **Administrative segregation** (or disciplinary unit): _____ %
309. **Protective custody** (separation for inmates needing protection or for witnesses): _____ %
310. **Health/mental health:** _____ %
311. **Other** (please explain _____): _____ %
　　　　Total: 100 %

At the present time, approximately what percentage of inmates in the facility are in each of the following categories?

Sex
312. male _____ %
313. female _____ %
　　　Total 100 %

Status
314. pre-sentenced _____ %
315. sentenced _____ %
　　　Total 100 %

Safety and Security

In the past 12 months, how many times have each of the following incidents been reported? (count one "reporting" for each inmate involved).

316. _____ **Physical assaults** by inmates on other inmates
317. _____ **Sexual assaults** by inmates on other inmates
318. _____ **Assaults with weapons** by inmates on staff
319. _____ **Assaults without weapons** by inmates on staff
320. _____ Charged (or alleged) **assaults with weapons** by staff on inmates
321. _____ Charged (or alleged) **assaults without weapons** (or "unnecessary use of force") by staff on inmates
322. _____ Inmate weapons discovered by staff
323. _____ **Attempted suicides** (unsuccessful)
324. _____ Inmate deaths by suicide
325. _____ Inmate deaths by other causes
326. _____ **Escape attempts** (unsuccessful)
327. _____ Successful escapes (inmate breached perimeter)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 61

Programs

Check off below all the programs currently offered in this facility:

328.   [ ] Inmate orientation
329.   [ ] Psychological counseling
330.   [ ] Alcohol abuse counseling
331.   [ ] Drug abuse counseling
332.   [ ] Vocational training
333.   [ ] Library
334.   [ ] Law library
335.   [ ] School (GED or college level)
336.   [ ] Religious services
337.   [ ] Indoor recreation
338.   [ ] Outdoor recreation
339.   [ ] Other (describe: _____)
340.   [ ] Other (describe: _____)

341.   Where are inmate program spaces (e.g., visiting, recreation, classrooms, library) located?
         [ ] in or next to living units, or
         [ ] away from living units, or
         [ ] both

342.   How many inmates make regular use of available programs?
         (1) almost all   (2) most   (3) some   (4) few   (5) very few

Classification Program

343.   Does your facility have an inmate orientation/classification unit?   [ ] yes [ ] no

344.   If yes, do all inmates spend time there before joining the general population?   [ ] yes [ ] no

What are your criteria for classification?   (check all that apply)

345.   [ ] current offense or criminal history
346.   [ ] length of stay
347.   [ ] behavioral history
348.   [ ] behavioral expectation
349.   [ ] assessment of program needs
350.   [ ] results of tests

351.   Are housing assignments made based upon an inmate's classification?   [ ] yes   [ ] no

352.   If your system has direct supervision facilities, are inmates assigned to a direct supervision
         housing unit based upon prior classification?   [ ] yes [ ] no

FOLLOW-UP ITEM

Please send us a site plan of the facility and a floor plan showing the layout of the housing areas. Are these
plans enclosed or sent separately?   [ ] enclosed   [ ] sent separately   [ ] not available

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 62

If you have any further comments please indicate them in the space below (use additional sheets as necessary).

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Thank you very much for your assistance. Please return the completed survey form to:

Jay Farbstein & Associates. Inc.
P.O. Box 1752
San Luis Obispo, CA 93406

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-63

PHYSICAL ENVIRONMENT SURVEY

1.   Institution Code: -   Institution Name: _____

      Surveyor: _____   Date of Visit: _____

2.   Unit Name: _____   U n i t C_o_d_e_:

Background and Information From the Plans

[Note: be sure to obtain **a** plan of the unit and to take photographs of all parts of it. Use both black and white print film ASA 400 or faster (color slides may be taken in addition).]

3.   **Age** of the facility/unit in years: - (from date became operational)

4.   Unit **capacity** (number of inmates):   Rated or design:

5.   C u r r e n t   C e n s u s :   _____
                                          (day of visit or last count)

6.   Calc. % of Capacity: _____

7.   What is the total indoor **area of the unit** in gross square feet (includes walls and circulation space)?

          _____ gross square feet

What is the **total net area** of the following functional spaces (inside the walls)

8.   cells: _____ net square feet

9.   dayroom: _____ net square feet

10.   program spaces: _____ net square feet

      [note: we will calculate the area per bed and per inmate of each type of space]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-64

Housing Unit (Overall)

Which of the following **functions** are present at this housing unit and/or facility:

		Housing Unit	Housing Unit	Provided
11.	Indoor Recreation	[ ]	[ ]	[ ]
12.	Outdoor Recreation	[ ]	[ ]	[ ]
13.	Dining	[ ]	[ ]	[ ]
14.	Visiting	[ ]	[ ]	[ ]
15.	Sick call/medical exam	[ ]	[ ]	[ ]
16.	Counseling/interview room	[ ]	[ ]	[ ]
17.	Multipurpose/program/classroom	[ ]	[ ]	[ ]
18.	Library	[ ]	[ ]	[ ]

19. **Unit Layout**

   [ ] Linear (cell block with cells off corridor)
   [ ] Dorm (single large barracks)
   [ ] Modular (with cells or rooms around a dayroom)
   [ ] Other; describe: _____

20. Unit **Number of Stories**

   [ ] Single level (all spaces on same level)
   [ ] Mezzanine (some of the sleeping rooms on a second story - can also have shower/toilet)
   [ ] Two story (sleeping rooms and other activity spaces on two stories)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-65

Dayroom

21. - 33. How many of the following **items** are located in (or entered directly from) this unit's dayroom:

____ Toilet Rooms	____ Seats (places)	____ Telephones	____ Televisions
____ Sinks	____ Tables	____ Radios	____ Coffee Pots/Urns
____ Shower Stalls	____ Shelves	____ Drinking Fountains	____ Food Servery

____ Items of indoor recreation equipment (ping pong table, weights, pool table, etc.)

34. - 35. Check the predominant materials used in, and the type of, the dayroom's **furniture** (check only one in each category - also note other types, if any)

Material:
[ ] steel
[ ] wood
[ ] plastic/vinyl
[ ] fabric/padded/soft
[ ] concrete
[ ] other, describe: _____

Type:
[ ] movable
[ ] fixed

36. Check the **material** predominantly used on the dayroom's **floor** (check only one):

[ ] raw concrete
[ ] sealed or painted concrete
[ ] linoleum/vinyl tile
[ ] carpet
[ ] other, describe: _____

37. Check the **material** predominantly used on the dayroom's **walls** (check only one):

[ ] raw concrete or masonry
[ ] sealed or painted concrete or masonry
[ ] painted plaster or wallboard
[ ] steel
[ ] other, describe: _____

38. Check the material predominantly used on the dayroom's **ceiling** (check only one):

[ ] raw concrete
[ ] sealed or painted concrete
[ ] painted plaster or wallboard
[ ] acoustic material
[ ] other, describe: _____

		Yes	No
39.	Are there exterior **windows** that allow natural light to enter the dayroom?	[ ]	[ ]
40.	Does the dayroom have a **view** to the outside of at least moderate activity or nature?	[ ]	[ ]
41.	Are there **drapes** or curtains on the windows in the dayroom?	[ ]	[ ]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-66

	Yes	No
42. Are the walls and ceilings of the dayroom **painted** a light color (i.e., not raw,or a drab, dull or institutional blue/green)?	[ ]	[ ]
41. Is there some bright **color** in the dayroom (e.g., accent wall, mural or objects)?	[ ]	[ ]

Temperature and Odor

	Yes	No
42. **Is** the **temperature** in the dayroom within the comfort range?	[ ]	[ ]
43. Are there unpleasant **odors** in the dayroom?	[ ]	[ ]

Acoustics

	Yes	No
44. Are the inmate **telephones** located so that users can achieve acoustic **privacy** (away from TV and other activities)?	[ ]	[ ]
45. **Is** the **sound level** appropriate to conversations or discussions without raising the voice?	?[ ]	[ ]

Control/Privacy

	Yes	No
46. Can **inmates** control the channel and/or loudness of the TV in the dayroom?	[ ]	[ ]
47. Is there a means for controlling the **temperature and/or** ventilation in the dayroom?	[ ]	[ ]
48. **Can inmates** control the temperature and/or ventilation in the dayroom?	[ ]	[ ]
49. Do **toilet** areas provide each user with visual privacy (screened from view of other inmates)?	[ ]	[ ]
50. Do **showers** provide each user with visual **privacy** (screened from view of other inmates)?	[ ]	[ ]

Information and Orientation

	Yes	No
51. Is there a **clock** located where most inmates can see it easily?	[ ]	[ ]
52. Is there a **calender** located where most inmates can see it easily?	[ ]	[ ]
53. Is there a **bulletin** board/display area (normally accessible to inmates) where the **facility posts information** or notices for the inmates to see?	[ ]	[ ]
54. Is there **a bulletin** board/display area (normally accessible to inmates) where **inmates** can post information or notices?	[ ]	[ ]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-67

Cells/Sleeping Rooms

55. - 75. In this unit, what is the **total number of sleeping rooms** of each of the following rated capacities?

Number of Beds	Number of Rooms	Capacity in This Type	Typical Area
1			
2			
3			
4 to 6			
7 to 12			
13 to 29			
30 or more			

76. - 95. How many of the following **items** are located in this unit's typical cell or sleeping area:

____ Beds	____ Mattresses	____ Storage lockers or bed drawers
____ Toilets	____ Sinks	____ Drinking fountains
____ Mirrors	____ Ceiling light fixtures	____ Radios/headphones
____ Clothes hooks	____ Light switches	____ Inmate activated intercom
____ Desks	____ Chairs/seats	____ Windows
____ Electrical outlets	____ Reading Lamps	____ Shelves
____ Window coverings (curtains or blinds)		____ Tack boards

Check the type of **materials** typically found in cells in this living unit for the following items (check each category only once):

96. - 97. **Doors**

Material:
[ ] solid wood
[ ] hollow metal
[ ] steel bars

Type:
[ ] swinging
[ ] sliding

98. **Floors**

[ ] raw concrete
[ ] sealed or painted concrete
[ ] linoleum/vinyl tile
[ ] carpet (or rugs over another material)
[ ] other, describe: _____

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-68

99. **Plumbing** [ ] not located in cells
    Fixtures [ ] stainless steel or aluminum
    [ ] porcelain/vitreous china

    Sinks and water closets are:

100. [ ] separate items, or
     [ ] combination units

		Yes	No
101.	Are there photos, posters, cut-outs, or other personal items **displayed** in cells/dorms?	[ ]	[ ]

Light and View

		Yes	No
102.	Do most cells have a **view** to the outside?	[ ]	[ ]
103.	Is there sufficient **light** for reading in the sleeping areas (day and evening)?	[ ]	[ ]

Control

		Yes	No
104.	Can inmates **open the door** to their cell or sleeping area to enter or leave during daytime and/or evening hours?	[ ]	[ ]
105.	Is there a means for controlling the **temperature** and/or ventilation in each sleeping area (open/close window, adjust grille or thermostat)?	[ ]	[ ]
106.	Can **inmates** control the temperature and/or ventilation in their sleeping areas?	[ ]	[ ]
107.	Can the **light** in each inmate's sleeping area be switched independently from others?	[ ]	[ ]
108.	Is the light control by a switch than is accessible to **inmates**?	[ ]	[ ]
109.	Does each sleeping place provide visual **privacy** (screened from view of other inmates)?	[ ]	[ ]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-69

Staffing and Supervision

110. How is this housing unit **supervised**? (check only one)

[ ] **Direct supervision** (all assigned officers are in the unit face to face with the inmates).
[ ] **Indirect supervision** (most officers assigned to this unit are posted in a control booth with a view of the living areas and are separated from inmates by glass or bars, though officers periodically enter the living unit).
[ ] **Intermittent supervision** (officers make rounds or pass through the housing unit periodically without continuous observation of the unit from a station).
[ ] **Combination of direct and indirect supervision** (one or more officers posted in a control booth and one or more others who are generally posted within the living unit in direct contact with inmates).
[ ] **CCTV or audio supervision** (staff monitor the unit electronically and do not usually observe directly or enter the unit).

111. - 116. What is the number of assigned **full time equivalent staff** assigned to this unit at each shift (fractional numbers shall be used to account for part time positions and staff who spend only part of their time on this unit)?

	Day	Evening	Night
Correctional Officers	___	___	___
Other Assigned Staff (describe: _____)	___	___	___

	Yes	No
117. Are some officers responsible for **more than one unit** (that is are they "rovers")?	[ ]	[ ]
118. Is there **is a staff desk or counter in the unit (not an enclosed booth)**?	[ ]	[ ]

If **yes**, which of the following are correct statements? (if **no**, skip to next question)

119. [ ] There is a place for the officer to **sit**.
120. [ ] There is a place for the officer to **store papers**, etc.
121. [ ] There are **controls** or communication equipment (door locking, telephone, intercom, etc.)
122. [ ] All or part of the storage or equipment is **locked**.
123. [ ] The staff station is part of living unit with few or **no** features to imply it is **"off limits"** to inmates.
124. [ ] The staff station is raised or somewhat **separated** from the living unit.

	Yes	No
125. Is there **is an enclosed control booth** or room?	[ ]	[ ]

If **yes**, which of the following are correct statements? (if **no**, skip to next question)

126. [ ] The booth "touches" the dayroom or other inmate occupied space.
127. [ ] Inmates **can physically approach it** from "their" space.
128. [ ] Inmates **are allowed to approach it** from "their" space.
129. [ ] The booth has officers sitting so that their **eyes are at the same level** as standing inmates eyes.

130. How is it the booth **enclosed**? (check only one)
[ ] Screen (wire mesh)
[ ] Bars
[ ] Glass

131.   From the booth, how do inmates and officers **communicate?** (check only one)
[ ] Through wire screens or mesh.
[ ] Through bars.
[ ] Speak holes.
[ ] Intercom or phone.
[ ] Written signs.

	Yes	No
132. Can all parts of the **dayroom be seen** from a continuously staffed station?	[ ]	[ ]
133. Can the **door** to each room or **cell be seen** from a continuously staffed station?	[ ]	[ ]
134. Can all multi-occupancy **showers** and toilets **be seen** by staff from a staff station?	[ ]	[ ]

Security

135.   Describe the **security level** of this unit. (check only one)

[]   **Close** (very difficult to escape; secure perimeter, locked rooms within)
[]   **Medium** (rather difficult to escape; secure perimeter, rather open within)
[]   **Low** (possible but not easy to walk away)
[]   **Non-secure** (resident could easily walk away)

How and where are **cell doors operated** (check all that apply):

136. [ ]   **Manual** locking only (key at cell door)
137. [ ]   **Remote** locking from **unit** control
138. [ ]   **Remote** locking from **central** control
139. [ ]   Motor driven **operation** from **unit** control
140. [ ]   Motor driven **operation** from **central** control

141.   What type of **glazing and window security** is provided within the unit? (check only one for predominant type)

[ ]   Plain glass windows (non-secure)
[ ]   Large security glazed windows
[ ]   Smaller (up to 6" in smaller dimension) security glazed windows (high or narrow)
[ ]   Barred windows
[ ]   No windows
[ ]   Other; describe: _____

National institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-71

Condition and Cleanliness

The following questions rate the condition and cleanliness of certain areas. To help distinguish between these two factors, condition should be thought of as independent of cleanliness, dealing with the actual physical condition of the building regardless of whether it happens to be clean or dirty. Similarly, cleanliness concerns the degree to which the building is clean, without considering its condition. For example, the walls may be recently painted but dirty (high score on condition, low on cleanliness) or may be clean but in need of paint (low score on condition, high on cleanliness). If walls are both recently painted and clean they would rate high on both scales.

Rate the following areas for condition and cleanliness, using the scales below.

CLEANLINESS

["Very dirty" means stained, grimy; much graffiti, trash. "Very clean" means spotless.]

		Very Clean				Very Dirty	
142.	**Walls in living** areas (and dayrooms)	[1]	[2]	[3]	[4]	[5]	
143.	**Floors in living** areas (and dayrooms)	[1]	[2]	[3]	[4]	[5]	
144.	**Walls in sleeping** areas	[1]	[2]	[3]	[4]	[5]	
145.	**Floors in sleeping** areas	[1]	[2]	[3]	[4]	[5]	
146.	**Walls in showers**	[1]	[2]	[3]	[4]	[5]	
147.	**Floors in showers**	[1]	[2]	[3]	[4]	[5]	
148.	**Walls in toilets** (if not in cells)	[1]	[2]	[3]	[4]	[5]	[NA]
149.	**Floors in toilets** (if not in cells)	[1]	[2]	[3]	[4]	[5]	[NA]

CONDITION

["Very poor condition" means: very worn; cracks; broken hardware or glass; peeling paint; burned or torn carpet. "Very good condition" means: like new; appears to be recently installed or painted.]

		Very Good Condition				Very Poor Condition	
150.	**Walls in living** areas (and dayrooms)	[1]	[2]	[3]	[4]	[5]	
151.	**Floors in living** areas (and dayrooms)	[1]	[2]	[3]	[4]	[5]	
152.	**Walls in sleeping** areas	[1]	[2]	[3]	[4]	[5]	
153.	**Floors in sleeping** areas	[1]	[2]	[3]	[4]	[5]	
154.	**Walls in showers**	[1]	[2]	[3]	[4]	[5]	
155.	**Floors in showers**	[1]	[2]	[3]	[4]	[5]	
156.	**Walls in toilets** (if not in cells)	[1]	[2]	[3]	[4]	[5]	[NA '
157.	**Floors in toilets** (if not in cells)	[1]	[2]	[3]	[4]	[5]	[N/

National institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering instruments

Page A - 72

STAFF SURVEY

For office use only:
A. DS/IS   ___
B. N   ___
C. NO   ___ ___ ___
D. UT   ___ ___
E. RT   ___

Introduction

We are doing a study of this correctional facility (jail or prison) and 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 not being carried out by the people who run the facility, but is sponsored by the National Institute of Corrections, which is an agency of the federal government. Results will be used to try to improve correctional facilities around the country.

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. But, this survey will be completed by many staff in this facility and in other facilities around the country. When the answers are combined, they will help us understand which features of correctional facilities 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.

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.

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.

Jay Farbstein & Associates

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.

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

1. What is the **number of beds** (capacity) of the housing unit where you usually work? ____ beds

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 73

2. 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)

3. 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

This section asks about officers' contacts with inmates in the facility.

	Almost Never		Neutral		Very Often
4. How **often do officers talk** with inmates?	[1]	[2]	[3]	[4]	[5]
5. How **often do officers help or counsel inmates** with their problems?	[1]	[2]	[3]	[4]	[5]
6. How **often do officers chat casually** with inmates?	[1]	[2]	[3]	[4]	[5]
7. How **often are you working without another officer** present?	[1]	[2]	[3]	[4]	[5]

	Strongly Agree		Neutral		Strongly Disagree
8. It is **easy to contact an officer** when an inmate wants or needs to.	[1]	[2]	[3]	[4]	[5]
9. Many **contacts** between officers and inmates are **pleasant and friendly**.	[1]	[2]	[3]	[4]	[5]
10. Many **contacts** between officers and inmates are **businesslike and formal**.	[1]	[2]	[3]	[4]	[5]
11. Many **contacts** between officers and inmates are **hostile and abusive**.	[1]	[2]	[3]	[4]	[5]
12. **In inmate living areas** (or control rooms), most **officers feel isolated from other officers**.	[1]	[2]	[3]	[4]	[5]

Safety

This section has questions about the safety of inmates and staff in this facility.

	Strongly Agree		Neutral		Strongly Disagree
13. There is **very little danger of <u>inmates</u> attacking or harming other inmates** here.	[1]	[2]	[3]	[4]	[5]
14. There is **very little danger of <u>officers</u> attacking or harming inmates** here.	[1]	[2]	[3]	[4]	[5]
15. There is **very little danger for inmates of sexual assault** here.	[1]	[2]	[3]	[4]	[5]
16. In this facility, officers do a **good job of protecting inmate safety**.	[1]	[2]	[3]	[4]	[5]
17. 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.

18. 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   [4] 2 - 3 minutes
    [2] 30 - 60 seconds   [5] 3 - 5 minutes
    [3] 1 - 2 minutes   [6] more than 5 minutes

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 75

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

   [1] yes   [2] no

20. If an **emergency** (such as a fire) happened in a living unit, about **how long** would it take for staff to respond? (check 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

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

   [1] yes   [2] no

How often do the following things happen in a typical living unit?

	Almost Never		Neutral		Very Often
22. How often are there **threats of violence?**	[1]	[2]	[3]	[4]	[5]
23. How often are there **fights between inmates?**	[1]	[2]	[3]	[4]	[5]
24. How often are there **fights between inmates and officers?**	[1]	[2]	[3]	[4]	[5]
25. How often are there **sexual assaults** by inmates against inmates?	[1]	[2]	[3]	[4]	[5]

26. **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 _____

27. **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 _____

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 76

Vandalism

This section asks questions about the amount of vandalism (intentional damage or breakage). How often do the following things happen?

	Almost Never		Neutral		Very Often
28. How often do things get broken on purpose in **this facility**.	[1]	[2]	[3]	[4]	[5]
29. How often do things get broken on purpose in **the typical inmate living area**.	[1]	[2]	[3]	[4]	[5]
30. How often do things get broken on purpose in the **the typical inmate recreation area**.	[1]	[2]	[3]	[4]	[5]

Surveillance

	Helps Very Much		Neutral		Hinders Very Much
31. 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]
32. How does the building design or layout affect your ability to **keep an eye on inmates** in the **outdoor recreation areas**?	[1]	[2]	[3]	[4]	[5]
33. In general, does the design or layout of the **residential control area** help or hinder **surveillance and communications**?	[1]	[2]	[3]	[4]	[5]

Satisfaction

These questions ask how satisfied you are, in general, with areas of this jail or prison.

	Very Satisfied		Neutral		Very Dissatisfied
34. How satisfied are you with inmate **sleeping areas**?	[1]	[2]	[3]	[4]	[5]
35. How satisfied are you with inmate living or **dayroom areas**?	[1]	[2]	[3]	[4]	[5]
36. How satisfied are you with inmates' **outdoor recreation** areas?	[1]	[2]	[3]	[4]	[5]
37. How satisfied are you with **officers' stations** (in control rooms or within inmate living areas)?	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 77

	Very Satisfied		Neutral		Very Dissatisfied
38. How satisfied are you with **officers' lockers, showers and restrooms**	[1]	[2]	[3]	[4]	[5]

Enough Space and Facilities?

These questions ask more specifically if there is enough space provided in areas of this jail or prison.

	Plenty; More Than Enough		Neutral		Much Too Little; Too Few
39. Is there enough space in inmate **sleeping areas?**	[1]	[2]	[3]	[4]	[5]
40. Is there enough space where inmates **eat** their meals?	[1]	[2]	[3]	[4]	[5]
41. Is there enough space for **inmate recreation?**	[1]	[2]	[3]	[4]	[5]
42. Are there enough **telephones** for inmates?	[1]	[2]	[3]	[4]	[5]
43. Are there enough **televisions** for inmates?	[1]	[2]	[3]	[4]	[5]
44. Is there enough space **where staff does paperwork** on the living units?	[1]	[2]	[3]	[4]	[5]
45. Is there enough space **in living unit control stations** or areas?	[1]	[2]	[3]	[4]	[5]

Crowding

This section has questions about crowding in the facility. We are interested in how you feel when you are in the following spaces.

	Not at All Crowded		Neutral		Very Crowded
46. How crowded is **this facility?**	[1]	[2]	[3]	[4]	[5]
47. How crowded are **inmate living areas?**	[1]	[2]	[3]	[4]	[5]
48. How crowded are inmate **recreation** areas?	[1]	[2]	[3]	[4]	[5]
49. In general, how crowded is the area where **officers do paperwork?**	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 70

Privacy

This section has questions about privacy — the ability to be alone or unseen when desired.

	Plenty of Privacy		Neutral		Much Too Little Privacy
50. How much privacy do inmate **sleeping areas** have?	[1]	[2]	[3]	[4]	[5]
51. How much privacy do inmate **showers** have?	[1]	[2]	[3]	[4]	[5]
52. How much privacy do inmate **toilets** have?	[1]	[2]	[3]	[4]	[5]
53. How much privacy do you have when you want **to talk** with an inmate?	[1]	[2]	[3]	[4]	[5]

Conditions

This section asks about conditions in the facility that can affect your comfort (like light and sound).

Lighting

	Strongly Agree		Neutral		Strongly Disagree
54. There is usually **plenty of light in inmate living areas** (dayrooms) **for reading**.	[1]	[2]	[3]	[4]	[5]
55. **Plenty of sunlight** comes into this facility.	[1]	[2]	[3]	[4]	[5]
56. When working in this facility, **I can't look outside** as often as I would like to.	[1]	[2]	[3]	[4]	[5]

Sound

	Almost Never		Neutral		Very Often
57. How often does noise make it **difficult to hear** what someone is **saying**?	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 79

Control

	Strongly Agree		Neutral		Strongly Disagree
58. Inmates can **go to some areas** of this facility **without being escorted** by an officer.	[1]	[2]	[3]	[4]	[5]
59. **Officers can control the temperature** in their **offices** and control stations in this facility.	[1]	[2]	[3]	[4]	[5]

Appearance

	Strongly Agree		Neutral		Strongly Disagree
60. This place **looks better** than most people expect a jail or prison to look.	[1]	[2]	[3]	[4]	[5]
61. The **colors are unpleasant** in this facility.	[1]	[2]	[3]	[4]	[5]

Upkeep and Cleanliness

Please indicate the usual condition or cleanliness of each of the following areas.

	Very Clean		Neutral		Very Dirty
62. In general, how clean is **this facility** usually kept?	[1]	[2]	[3]	[4]	[5]
63. In general, how clean are **housing units** usually kept?	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 80

Health

This section asks you about your health at this time. Below is a list of problems and complaints that people sometimes have. Please read each one carefully. After you have done so, please check the numbers in the column that best describes **how much that problem has bothered or distressed you** during the past week, including today.

	Not At All	A Little Bit	Mod- erately	Quite A Bit	Ex- tremely
64. Headaches.	[1]	[2]	[3]	[4]	[5]
65. Faintness or dizziness.	[1]	[2]	[3]	[4]	[5]
66. Pains in heart or chest.	[1]	[2]	[3]	[4]	[5]
67. Pains in lower back.	[1]	[2]	[3]	[4]	[5]
68. Nausea or upset stomach.	[1]	[2]	[3]	[4]	[5]
69. Soreness of your muscles.	[1]	[2]	[3]	[4]	[5]
70. Trouble getting your breath.	[1]	[2]	[3]	[4]	[5]
71. Hot or cold spells.	[1]	[2]	[3]	[4]	[5]
72. Numbness or tingling in parts of your body.	[1]	[2]	[3]	[4]	[5]
73. A lump in your throat.	[1]	[2]	[3]	[4]	[5]
74. Feeling weak in parts of your body.	[1]	[2]	[3]	[4]	[5]
75. Heavy feelings in your arms or legs.	[1]	[2]	[3]	[4]	[5]

To what extent do you agree or disagree with the following statements?

	Strongly Agree		Neutral		Strongly Disagree
76. Compared to other facilities, working here is **more stressful**.	[1]	[2]	[3]	[4]	[5]

(questions continue on **next page**................)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 81

Background Information

77. What is your **sex**?

[1] male

[2] female

78. 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

79. 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: Graduate School:
13   14   15   16   17   18 or more

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

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

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

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

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

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - **82**

INMATE SURVEY

For office use only:
A. DS/IS   ___
B. IN   ___
C. NO   ___ ___ ___
D. UT   ___

Introduction

We are doing a study of this correctional facility (jail or prison) and 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 not being carried out by the people who run the facility, but is sponsored by the National Institute of Corrections, which is an agency of the federal government. Results will be used to try to improve correctional facilities around the country.

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. But, this survey will be completed by many inmates in this facility and in other facilities around the country. When the answers are combined, they will help us understand which features of correctional facilities 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.

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.

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.

Jay Farbstein & Associates

Information About Your Housing Area

1. 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)

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-83

2.   Which of the following statements describe **where the officers are located** who are responsible for your living area? (please check the **one** that is most common)

   [1] **Inside the unit**, with **no physical barrier** (like a glass or barred wall) separating them from the inmates.
   [2] **Next to the unit in a booth** or office, 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 **come inside the unit**.

Contact With Staff

This section asks about your contacts with staff in the facility.

		Almost Never		Neutral		Very Often
3.	How **often do inmates talk** with officers?	[1]	[2]	[3]	[4]	[5]
4.	How **often do officers help or counsel inmates** with their problems?	[1]	[2]	[3]	[4]	[5]
5.	How **often do officers chat casually** with inmates?	[1]	[2]	[3]	[4]	[5]

		Strongly Agree		Neutral		Strongly Disagree
6.	It is **easy to contact an officer** when I want or need to.	[1]	[2]	[3]	[4]	[5]
7.	Many **contacts** between officers and inmates are **pleasant and friendly**.	[1]	[2]	[3]	[4]	[5]
8.	Many **contacts** between officers and inmates are **businesslike and formal**.	[1]	[2]	[3]	[4]	[5]
9.	Many **contacts** between officers and inmates are **hostile and abusive**.	[1]	[2]	[3]	[4]	[5]
10.	Most **officers feel comfortable in inmate living areas**, even with no other officers present.	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-84

Safety

This section has questions about the safety of inmates in this facility.

	Strongly Agree		Neutral		Strongly Disagree
11. There is **very little danger of <u>inmates</u> attacking or harming other inmates** here.	[1]	[2]	[3]	[4]	[5]
12. There is **very little danger of <u>officers</u> attacking or harming inmates** here.	[1]	[2]	[3]	[4]	[5]
13. Many inmates in this facility feel that there is **very little danger of sexual assault.**	[1]	[2]	[3]	[4]	[5]
14. In this facility, officers do a **good job of protecting inmate safety.**	[1]	[2]	[3]	[4]	[5]

Please indicate which **one** response **best answers** the following questions.

15. 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   [4] 2 - 3 minutes
[2] 30 - 60 seconds   [5] 3 - 5 minutes
[3] 1 - 2 minutes   [6] more than 5 minutes

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

[1] yes   [2] no

17. If an **emergency** (such as a fire) happened in a living unit, about **how long** would it take for staff to respond? (check 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

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

[1] yes   [2] no

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A-85

How often do the following things happen in your living unit?

	Almost Never		Neutral		Very Often
19. How often are there **threats of violence?**	[1]	[2]	[3]	[4]	[5]
20. How often are there **fights between inmates?**	[1]	[2]	[3]	[4]	[5]
21. How often are there **fights between inmates and staff?**	[1]	[2]	[3]	[4]	[5]
22. How often are there **sexual assaults?**	[1]	[2]	[3]	[4]	[5]

23. **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 _____

24. **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 _____

Vandalism

This section asks questions about the amount of vandalism (intentional damage or breakage). How often do the following things happen?

	Almost Never		Neutral		Very Often
25. How often do things get broken on purpose in **this facility.**	[1]	[2]	[3]	[4]	[5]
26. How often do things get broken on purpose in **your sleeping area.**	[1]	[2]	[3]	[4]	[5]
27. How often do things get broken on purpose in **your living area.**	[1]	[2]	[3]	[4]	[5]
28. How often do things get broken on purpose in the area you usually use for **recreation.**	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Correctional Facilities
Data Gathering Instruments

Page A - 86

Satisfaction

These questions ask how satisfied you are, in general, with areas of this jail or prison.

	Very Satisfied		Neutral		Very Dissatisfied
29. How satisfied are you with your **sleeping area**?	[1]	[2]	[3]	[4]	[5]
30. How satisfied are you with your living or **dayroom area**?	[1]	[2]	[3]	[4]	[5]
31. How satisfied are you with the area where you **eat**?	[1]	[2]	[3]	[4]	[5]
32. How satisfied are you with the **indoor recreation** area?	[1]	[2]	[3]	[4]	[5]
33. How satisfied are you with the **outdoor recreation** area?	[1]	[2]	[3]	[4]	[5]

Enough Space and Facilities?

These questions ask more specifically if there is enough space provided in areas of this jail or prison.

	Plenty; More Than Enough		Neutral		Much Too Little; Too Few
34. Is there enough space in your **sleeping area**?	[1]	[2]	[3]	[4]	[5]
35. Is there enough space where you **eat** your meals?	[1]	[2]	[3]	[4]	[5]
36. Is there enough space for **indoor recreation**?	[1]	[2]	[3]	[4]	[5]
37. Is there enough space for **outdoor recreation**?	[1]	[2]	[3]	[4]	[5]
38. Is there enough space to **store your things**?	[1]	[2]	[3]	[4]	[5]
39. Are there enough **seats** in the living area?	[1]	[2]	[3]	[4]	[5]
40. Are there enough **telephones** for inmates to use?	[1]	[2]	[3]	[4]	[5]
41. Are there enough **televisions**?	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 87

Crowding

This section has questions about crowding in the facility. We are interested in how you feel when you are in the following spaces.

	Not at All Crowded		Neutral		Very Crowded
42. How crowded is **this facility**?	[1]	[2]	[3]	[4]	[5]
43. How crowded is the area where you **sleep**?	[1]	[2]	[3]	[4]	[5]
44. How crowded is the **indoor recreation** area?	[1]	[2]	[3]	[4]	[5]
45. During meal time, how crowded is the area where you **eat**?	[1]	[2]	[3]	[4]	[5]

Privacy

This section has questions about privacy — the ability to be alone or unseen when you want to.

	Plenty of Privacy		Neutral		Much Too Little Privacy
46. How much privacy does your **sleeping area** have?	[1]	[2]	[3]	[4]	[5]
47. How much privacy do you have where you take a **shower**?	[1]	[2]	[3]	[4]	[5]
48. How much privacy do you have where you use the **toilet**?	[1]	[2]	[3]	[4]	[5]
49. How much privacy do you have where you use the **telephone**?	[1]	[2]	[3]	[4]	[5]
50. How much privacy do you have when you want to **talk** with another person?	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 88

Conditions

This section asks about conditions in the facility that can affect your comfort (like light and sound).

Lighting

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

Sound

	Almost Never		Neutral		Very Often
56. How often does noise make it **difficult to hear** what someone is **saying?**	[1]	[2]	[3]	[4]	[5]
57. How often does noise make it **difficult to hear** the **television?**	[1]	[2]	[3]	[4]	[5]
58. How often does noise **keep you awake** or wake you up **at night?**	[1]	[2]	[3]	[4]	[5]

Control

	Strongly Agree		Neutral		Strongly Disagree
59. In my sleeping area, I can **adjust the temperature very easily.**	[1]	[2]	[3]	[4]	[5]
60. In my sleeping area, I can **turn the main light on or off very easily.**	[1]	[2]	[3]	[4]	[5]
61. Inmates **can't change the television** channel and loudness (volume).	[1]	[2]	[3]	[4]	[5]
62. I can use a **telephone about as often** as I want to.	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 89

	Strongly Agree		Neutral		Strongly Disagree
63. I **cannot take a shower as often** as I want to.	[1]	[2]	[3]	[4]	[5]
64. I can **go to some other areas** of this facility **without being escorted** by an officer.	[1]	[2]	[3]	[4]	[5]

Appearance

	Strongly Agree		Neutral		Strongly Disagree
65. This place **looks better** than most people expect a jail or prison to look.	[1]	[2]	[3]	[4]	[5]
66. The **colors are unpleasant** in this facility.	[1]	[2]	[3]	[4]	[5]

Upkeep and Cleanliness

Please indicate the usual condition or cleanliness of each of the following areas.

	Very Clean		Neutral		Very Dirty
67. How clean is your **sleeping area** usually kept?	[1]	[2]	[3]	[4]	[5]
68. How clean is the **area where you eat** usually kept?	[1]	[2]	[3]	[4]	[5]
69. How clean is the **toilet** you usually use?	[1]	[2]	[3]	[4]	[5]
70. How clean is the **shower** you usually use?	[1]	[2]	[3]	[4]	[5]

Health

This section asks you about your health at this time. Below is a list of problems and complaints that people sometimes have. Please read each one carefully. After you have done so, please check the numbers in the column that best describes **how much that problem has bothered or distressed you** during the past week, including today.

	Not At All	A Little Bit	Moderately	Quite A Bit	Extremely
71. Headaches.	[1]	[2]	[3]	[4]	[5]
72. Faintness or dizziness.	[1]	[2]	[3]	[4]	[5]
73. Pains in heart or chest.	[1]	[2]	[3]	[4]	[5]
74. Pains in lower back.	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 90

	Not At All	A Little Bit	Mod-erately	Quite A Bit	Extremely
75. Nausea or upset stomach.	[1]	[2]	[3]	[4]	[5]
76. Soreness of your muscles.	[1]	[2]	[3]	[4]	[5]
77. Trouble getting your breath.	[1]	[2]	[3]	[4]	[5]
78. Hot or cold spells.	[1]	[2]	[3]	[4]	[5]
79. Numbness or tingling in parts of your body.	[1]	[2]	[3]	[4]	[5]
80. A lump in your throat.	[1]	[2]	[3]	[4]	[5]
81. Feeling weak in parts of your body.	[1]	[2]	[3]	[4]	[5]
82. Heavy feelings in your arms or legs.	[1]	[2]	[3]	[4]	[5]

To what extent to you agree or disagree with the following statements?

	Strongly Agree		Neutral		Strongly Disagree
83. Compared to other facilities, doing time here is **more stressful**.	[1]	[2]	[3]	[4]	[5]
84. I expect to leave here **more healthy** than when I arrived.	[5]	[4]	[3]	[2]	[1]
85. Compared to other facilities, inmates here make **more use of sick call** and the infirmary.	[1]	[2]	[3]	[4]	[5]

Activities

This section asks about how you spend your time during a typical day (not including time during "lights out" or sleeping). To what extent do you agree or disagree with the following statements?

	Strongly Agree		Neutral		Strongly Disagree
86. I spend **very little time in organized group activities** (school or job).	[1]	[2]	[3]	[4]	[5]
87. I spend **a lot of time alone doing little or nothing** (sitting, or sleeping during the day).	[1]	[2]	[3]	[4]	[5]
88. I spend **a lot of time watching television**.	[1]	[2]	[3]	[4]	[5]
89. I spend **very little time reading, writing or playing cards alone**.	[1]	[2]	[3]	[4]	[5]

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 91

Background Information

90. What is your **sex**?

    [1] male

    [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. 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: Graduate School:
    13   14   15   16   17   18 or more

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

    [1] less than 2 weeks   [5] 1 year to 2 years
    [2] 2 weeks to 3 months   [6] 2 years to 5 years
    [3] 3 months to 6 months   [7] more than 5 years
    [4] 6 months to 1 year

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

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 92

STAFF INTERVIEW QUESTIONS

1. How do you feel about working in the housing unit you are assigned to?

What kind of environment is it?
How stressful or calm is it for you here? If stressful, how does that affect you?
How does it affect your physical health? Your mental health?
How does it affect your personal life?
Do you feel your job is important? Skilled?

2. How safe is it for you here, especially in working at your typical post?

Have there been safety problems? How do design and operations affect your safety?
Is the unit safe for inmates? (why or why not?)

3. How does the design (and operation) of the housing unit affect security?

4. How does your work setting help or hinder the privacy you need to do your job.

How about privacy (lack of distractions) to write reports? To make phone calls?
To relax? To meet with other staff? To meet with inmates?

5. What do you think about the impact of housing unit design and operations on inmates?

What do you think about the availability of features such as phones, TV, seating, and **the like for** inmates in the housing unit.

6. What are your contacts with inmates like?

How frequently do you talk to inmates?
How would you describe your contacts with inmates: hostile, businesslike, friendly?
What are these contacts usually about?
Are they orders, request for help, informational, or social chitchat?
Where do they most often take place?
Are they usually at the CO station, or in inmate areas?

7. How do inmates treat the housing unit?

Do the inmates take care of the unit and its equipment, or is vandalism a problem?

8. What aspects of design or operations help of hinder you in dealing with crowding when (and if) if occurs?

At what point does crowding become a problem in the housing units?
If so, how does this crowding affect the inmates? The staff?

9. What kind of control do you have over the lighting and temperature in the housing unit?

Can you or inmates open windows or vents?
Can you adjust the lights?
Can you or inmates open or close doors to rooms?

10. What aspects of the housing unit's design and operation work well?

11. **What would you change about the design or operation of the housing unit you work in?**

National Institute of Corrections
Evaluation of Direct Versus Indirect Supervision Correctional Facilities
Data Gathering Instruments

Page A - 93

INMATE INTERVIEW QUESTIONS

1. **How do you feel about living in the housing unit you are assigned to?**

   What kind of environment is it?
   How stressful or calm is it for you here? If stressful, how does that affect you?
   How does it affect your physical heatth? Your mental health?

2. **How safe is it for you here?**

   How much danger is there of assaults from an inmate? From a staff member?
   How often do fights or assaults occur? What is the typical cause of fights?
   How do you call for help if it is needed? How long would it take for help to arrive?
   How do staff respond when a fight occurs?

3. **Does the housing unit give you the privacy you need?**

   How about enough privacy for sleeping?
   To use the toilet? To shower?
   To be alone? To meet privately with others?

4. **How do you feel about the equipment or activities available to you in the housing unit?**

   What about the phones? TV? Seating?

5. **What are your contacts with staff like?**

   How frequently do you talk to staff?
   How would you describe your contacts with staff: hostile, businesslike, friendly?
   What are these contacts usually about? Orders, requests, information, casual talk?
   Where do they most often take place? At the CO station, or in inmate areas?

6. **How do inmates treat the housing unit?**

   Do the inmates take care of the unit and keep it clean, or are dirt and vandalism a problem? Why

7. **What is it like when it gets crowded here?**

   Is it crowded now? if not, at what point does crowding become a problem?
   How does this crowding affect the inmates? The staff?

8. **What kind of control do you have over the lighting and temperature in the housing unit?**

   Can you open windows or vents?
   Can you adjust the lights?
   Can you open or close doors to rooms?

9. **What aspects of the housing unit's design and operation work well?**

10. **What would you change about the design or operation of the housing unit you live in?**