

Appendixes to Improving Maine’s Prisons: Insights from Statewide Correctional Transformation

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Appendix A.

Methodology

This study is a three-pronged descriptive process evaluation with data collected and analyzed between October 2024 and April 2026 to understand the Maine Department of Correction’s (MDOC) implementation of the statewide Maine Model of Corrections. Brennan Center researchers conducted activities to answer the following research questions:

1. What were the statewide data trends in violence and recidivism prior to and in the early years of Maine’s reforms?
2. What are staff and incarcerated people’s perceptions of prison climate and culture since the implementation of statewide correctional reforms?
3. What are the current challenges to model implementation and key recommendations for the Maine Department of Corrections and the field?

Brennan Center researchers relied on three sources of data: (1) MDOC administrative data and documents; (2) survey data from corrections and program staff and incarcerated people; and (3) discussions with corrections leaders, corrections and programs staff, incarcerated people, and local prison advocates who were formerly incarcerated in the Maine facilities under study. This study was approved by the Institutional Review Board.

Administrative data and documents review

Brennan Center researchers received public aggregate administrative datasets for all facilities to examine data trends from 2017 to 2024. Variables examined included: resident demographics (e.g., race and ethnicity, gender identity), violence, and recidivism.

Brennan Center researchers also reviewed administrative data and documents shared by MDOC, such as training materials and agency protocols. Prior to this study’s launch, Brennan Center staff conducted a site visit to MDOC facilities in May 2023 as part of its national initiative documenting state efforts to improve prison conditions.¹ Notes and documentation from this site visit also informed this research study.

Surveys of Maine staff and incarcerated people

Researchers developed and disseminated prison culture surveys in 2024 and 2025.² One survey was developed for security staff and program staff (such as health care and educational providers), and a second survey was developed for incarcerated people. The surveys were intended to examine staff and resident perceptions about prison culture in the context of recent changes to policy and practice. The resident surveys provide a snapshot in three state facilities: the Maine State Prison, the Maine Correctional Center, and the Women’s Center. Together, these facilities hold approximately 65 percent of the state prison population.³ The staff surveys provide a baseline snapshot for staff statewide, as researchers administered these surveys online. The surveys were hosted externally, and an anonymous link was sent via email to all facility staff in the state. Resident surveys, using four different versions (scrambling question and response ordering), were conducted in person to provide additional confidentiality protections, given the highly surveilled prison environment. Both staff and resident surveys were de-identified to protect confidentiality.

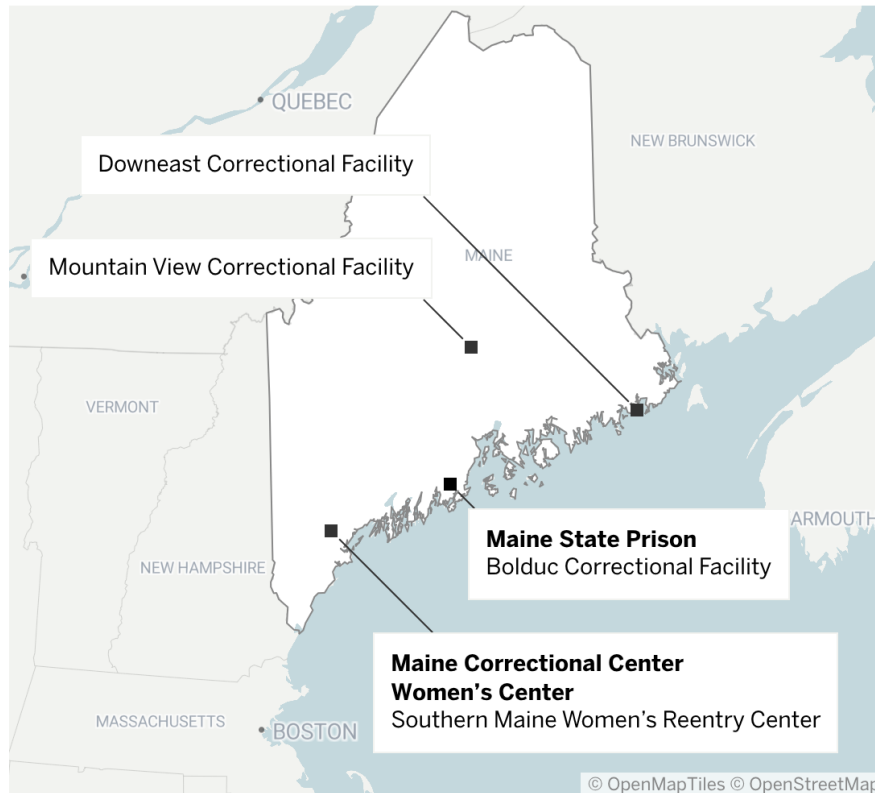
Table 1: Survey Samples

Group	Number Surveyed
MDOC staff	117
Incarcerated men	294
Incarcerated women	56

Note: Brennan Center researchers surveyed residents at the Maine State Prison in person in October 2024 and residents at the Maine Correctional Center, including the Women’s Center, in person in March 2025. Researchers sent online surveys to staff at all facilities in October 2024. MDOC staff submitted 117 survey responses. Fifty-four staff members worked at the Maine State Prison, and 26 worked at the Maine Correctional Center and/or the Women’s Center.

FIGURE 1

Maine's Adult Correctional Facilities



Note: Staff surveys were collected from all facilities; facilities with incarcerated resident surveys in bold.

In total, researchers collected 467 surveys, with 117 staff responses and 350 incarcerated resident responses. Researchers administered surveys during two periods:

- In October 2024, researchers launched the first wave of resident surveys in person at the **Maine State Prison**. Over three days, residents from a range of housing units completed 204 surveys. Concurrently, researchers sent online surveys to MDOC staff in all facilities. Staff members across the state completed 117 surveys.
- In March 2025, Brennan Center researchers completed the first wave of surveys for incarcerated people at the **Maine Correctional Center** and the **Women's Center**. At this collection, 146 incarcerated residents completed surveys, including 56 women.

Brennan Center researchers conducted quantitative analysis of close-ended survey responses, including breakouts by facility. Researchers also used qualitative analytical methods to assess data collected in open-ended survey responses. The data was reviewed by multiple trained researchers and coded for recurring themes.⁴ The first phase involved coding data using a priori thematic codes (i.e., categories of analysis determined before data collection) created by Brennan Center researchers based on research questions identified before survey administration. Inductive thematic codes (i.e., codes emerging from the data itself) were used to categorize segments of a survey response that did not fall under a priori codes. Researchers developed a detailed codebook with working definitions of the codes used in the analysis.

Discussions

Brennan Center staff conducted in-person and virtual meetings with approximately 206 stakeholders across several prison visits. This number represents total attendance. Although some stakeholders attended multiple meetings, all individual data was de-identified. Stakeholders included Maine corrections leaders, security and program staff, incarcerated resident leaders, and community-based prison advocates, all of whom lived in or worked with the Maine facilities under study. The goal of these meetings was to hear how people responsible for effecting reforms, as well as those directly experiencing their impact, perceived the implementation and rollout of the Maine Model. The hope was to uncover both its strengths and its challenges, as well as to hear recommendations from staff and residents. Later meetings were held to report back study findings to confirm whether the numbers reflected people's experiences. These conversations gave better context to the numbers, highlighting areas that study participants thought MDOC needed to focus on, as well as eliciting recommendations to support improvement.⁵ Researchers also specifically asked participants how they were able to overcome any identified challenges. Key meetings included the following:

- In October 2024, researchers met with 33 Maine State Prison corrections and program leaders and staff to introduce the survey and hear their experiences with the Maine Model.
- In March 2025, researchers presented select draft survey findings to 34 Maine State Prison corrections and program leaders and staff. Researchers also returned to six units where they had conducted surveys to present draft findings to residents.
- In October 2025, researchers presented all draft survey findings to 29 Maine State Prison and 10 Maine Correctional Center corrections leaders and corrections and program staff. Researchers also presented these findings to 23 incarcerated people on the Resident Advisory Councils in the Maine State Prison, the Maine Correctional Center, the Women's Center, and the Southern Maine Women's Reentry Center. Researchers returned to four resident units across facilities where they had conducted surveys to present draft findings to residents.
- From March to May 2026, researchers presented all survey findings, as well as near-final themes and recommendations, to 40 leadership and staff members, 33 incarcerated leaders, and 4 prison advocates in virtual meetings and during an in-person prison visit at the Maine State Prison, the Maine Correctional Center, and the Women's Center.

Limitations

Data collection activities were limited to the period from October 2024 to October 2025. The surveys provide a snapshot of staff and residents who were willing to participate during the survey dates. The surveys and perspectives reflected here are from a convenience sample and may not represent all MDOC corrections and program staff or all incarcerated people.

The administrative and survey data findings are descriptive in nature and cannot establish causal relationships between specific prison reforms and outcomes. Additional contextual parameters, such as reform timelines and implementation rollout, data on program and treatment dosage (e.g., number of sessions completed), and information about model fidelity over time and across populations are all necessary for a complete understanding of the Maine Model's effects. Another round of surveys is in development to assess ongoing changes and improved perceptions of MDOC reforms.

While this mixed-methods research design can begin to identify key trends and build an understanding of the Maine Model and resident and staff perceptions, these analyses are neither wholly representative of MDOC facilities featured in this study nor representative of the system overall. MDOC has prerelease facilities to focus on reentry preparation. These include the Bolduc and Downeast correctional facilities for men and the Southern Maine Women's Reentry Center for women. Responses might have been more positive if these facilities had been included in the resident survey.

In particular, more examination is required to understand priorities and recommendations for different groups by race, ethnicity, gender identity, and more. This study featured diversity proportional to that of the incarcerated population, but sample sizes were still small.

Of note, in terms of initial findings on healthcare gaps, much more research is needed to understand both gaps and potential solutions, given that MDOC works with external providers both inside and outside facilities.

Also of note, data of violent assault trends include resident on resident fights and assaults and resident on staff assaults. This data does not include sexual harassment and sexual misconduct data, where more research is needed.

Appendix B.

Administrative data tables

Table 2: Fights and Assaults Between Residents, All Facilities

Year	Incidents	Incidents per 100 residents
2017	289	12.2
2018	278	11.4
2019	216	9.5
2020	148	7.8
2021	129	7.9
2022	165	10.1
2023	145	8.3
2024	143	7.8

Source: Maine Department of Corrections public data, 2026; Brennan Center analysis. Note: Fights between residents and resident-on-resident assaults are grouped together because of potential overlaps in categorization. Rates represent annual incident counts per 100 residents.

Table 3: Assaults on Staff, All Facilities

Year	Incidents	Incidents per 100 residents
2017	57	2.4
2018	90	3.7
2019	59	2.6
2020	91	4.8
2021	29	1.8
2022	33	2.0
2023	39	2.2
2024	28	1.5

Source: Maine Department of Corrections public data, 2026; Brennan Center analysis. Note: Rates represent annual incident counts per 100 residents.

Table 4: Staff Use-of-Force Incidents, All Facilities

Year	Incidents	Incidents per 100 residents
2017	137	5.8
2018	254	10.4
2019	174	7.6
2020	201	10.6
2021	94	5.8
2022	46	2.8
2023	41	2.3
2024	33	1.8

Source: Maine Department of Corrections public data, 2026; Brennan Center analysis. Note: Rates represent annual incident counts per 100 residents.

Table 5: Three-year Return to Custody Rates, All Facilities and by Gender

Release year	3-year RCR	Men RCR	Women RCR
2013	30.3%	31.6%	18.8%
2014	30.5%	30.7%	28.1%
2015	29.7%	31.0%	17.8%
2016	27.9%	29.2%	18.2%
2017	26.3%	28.0%	16.0%
2018	20.1%	21.6%	10.0%
2019	20.8%	22.4%	9.5%
2020	20.2%	20.6%	16.1%
2021	21.4%	22.3%	10.3%
2022	23.3%	23.2%	23.4%

Source: Maine Department of Corrections public data, 2026.

Appendix C.

Incarcerated resident survey findings

Table 6: Resident Survey Results

Question	Response	Residents (n)	Residents		
			All	Men	Women
Other residents on my unit help each other.	Total agree	222	63%	67%	43%
	Neither agree nor disagree	63	18%	17%	25%
	Other	6	2%	2%	0%
	Total disagree	59	17%	14%	32%
Residents treat each other with respect.	Total agree	137	39%	44%	13%
	Neither agree nor disagree	100	29%	28%	30%
	Other	8	2%	3%	0%
	Total disagree	105	30%	25%	57%
Staff treat residents with respect.	Total agree	113	32%	30%	43%
	Neither agree nor disagree	96	27%	27%	29%
	Other	7	2%	2%	2%
	Total disagree	134	38%	41%	27%
Staff listen when I talk to them.	Total agree	130	37%	36%	45%
	Neither agree nor disagree	92	26%	25%	36%
	Other	6	2%	2%	0%
	Total disagree	122	35%	38%	20%
Staff behavior influences the behavior of those incarcerated in the unit.	Total agree	273	78%	78%	77%
	Neither agree nor disagree	43	12%	12%	14%
	Other	7	2%	2%	2%
	Total disagree	27	8%	8%	7%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
Staff try to help me succeed.	Total agree	91	26%	25%	32%
	Neither agree nor disagree	85	24%	22%	36%
	Other	7	2%	2%	0%
	Total disagree	167	48%	51%	32%
Staff don't have the resources to help me with my problems.	Total agree	156	45%	44%	50%
	Neither agree nor disagree	95	27%	27%	30%
	Other	11	3%	3%	2%
	Total disagree	88	25%	27%	18%
MDOC has a clear understanding of what it's like for residents at this facility.	Total agree	38	11%	11%	11%
	Neither agree nor disagree	53	15%	15%	16%
	Other	11	3%	2%	7%
	Total disagree	248	71%	72%	66%
MDOC believes in rehabilitation as a goal for corrections.	Total agree	82	23%	21%	34%
	Neither agree nor disagree	66	19%	18%	21%
	Other	17	5%	5%	7%
	Total disagree	185	53%	56%	38%
Approximately what portion of staff believes in rehabilitation as a goal for corrections?	None	39	11%	12%	7%
	Quarter	141	40%	41%	36%
	Half	59	17%	17%	18%
	Three-quarters	35	10%	9%	18%
	All	6	2%	2%	2%
	Other	70	20%	20%	20%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
I feel like I have purpose here beyond serving time.	Yes	144	41%	41%	39%
	No	182	52%	51%	55%
	Refused	24	7%	7%	5%
Rules here are applied to all residents equally.	Total agree	54	15%	17%	5%
	Neither agree nor disagree	36	10%	10%	13%
	Other	15	4%	3%	11%
	Total disagree	245	70%	70%	71%
Disciplinary sanctions residents receive here seem fair.	Total agree	59	17%	17%	18%
	Neither agree nor disagree	61	17%	17%	20%
	Other	25	7%	6%	11%
	Total disagree	205	59%	60%	52%
Disciplinary sanctions I receive here seem fair.	Total agree	61	17%	18%	16%
	Neither agree nor disagree	74	21%	19%	34%
	Other	51	15%	13%	25%
	Total disagree	164	47%	51%	25%
Decisions about my progress seem fair.	Total agree	95	27%	27%	30%
	Neither agree nor disagree	73	21%	20%	23%
	Other	38	11%	10%	16%
	Total disagree	144	41%	43%	30%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
The grievance process in this facility is a useful tool to address the concerns of residents.	Total agree	32	9%	9%	9%
	Neither agree nor disagree	41	12%	11%	18%
	Other	28	8%	7%	14%
	Total disagree	249	71%	73%	59%
My family knows how I'm doing here.	Total agree	209	60%	60%	57%
	Neither agree nor disagree	49	14%	13%	18%
	Other	24	7%	5%	18%
	Total disagree	68	19%	22%	7%
People can visit when I want or really need them to.	Total agree	135	39%	40%	34%
	Neither agree nor disagree	59	17%	17%	14%
	Other	33	9%	8%	16%
	Total disagree	123	35%	35%	36%
My family feels welcome at this facility.	Total agree	101	29%	28%	32%
	Neither agree nor disagree	87	25%	22%	41%
	Other	64	18%	17%	23%
	Total disagree	98	28%	33%	4%
I have multiple ways to communicate with friends and family.	Total agree	221	63%	63%	59%
	Neither agree nor disagree	41	12%	12%	14%
	Other	19	5%	5%	14%
	Total disagree	69	20%	20%	13%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
I feel comfortable talking to staff about my family.	Total agree	64	18%	16%	29%
	Neither agree nor disagree	77	22%	22%	21%
	Other	27	8%	6%	14%
	Total disagree	182	52%	55%	36%
This facility does a good job preparing people for release.	Total agree	30	9%	10%	2%
	Neither agree nor disagree	62	18%	16%	25%
	Other	55	16%	13%	29%
	Total disagree	203	58%	61%	45%
I am gaining real life skills here.	Total agree	93	27%	26%	32%
	Neither agree nor disagree	64	18%	18%	21%
	Other	22	6%	4%	16%
	Total disagree	171	49%	52%	30%
Eligibility for programs is clear and consistent.	Total agree	82	23%	22%	30%
	Neither agree nor disagree	58	17%	16%	18%
	Other	23	7%	5%	14%
	Total disagree	187	53%	56%	38%
I benefit from participating in programs and/or activities here.	Yes	176	50%	47%	66%
	No	134	38%	42%	18%
	Refused	40	11%	11%	16%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
This facility has improved while I've been here.	Total agree	78	22%	25%	7%
	Neither agree nor disagree	76	22%	22%	21%
	Other	23	7%	5%	13%
	Total disagree	173	49%	48%	59%
The facility is generally a calm place.	Total agree	181	52%	59%	16%
	Neither agree nor disagree	66	19%	17%	27%
	Other	13	4%	3%	5%
	Total disagree	90	26%	21%	52%
The food here is good quality.	Total agree	91	26%	28%	18%
	Neither agree nor disagree	59	17%	16%	20%
	Other	9	3%	2%	5%
	Total disagree	191	55%	54%	57%
I'm well fed here.	Total agree	116	33%	33%	36%
	Neither agree nor disagree	41	12%	12%	11%
	Other	14	4%	4%	5%
	Total disagree	179	51%	52%	48%
The commissary costs are reasonable.	Total agree	33	9%	10%	7%
	Neither agree nor disagree	29	8%	9%	7%
	Other	10	3%	2%	5%
	Total disagree	278	79%	79%	80%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
I have enough money from state pay to purchase the things I need.	Total agree	52	15%	17%	5%
	Neither agree nor disagree	34	10%	11%	5%
	Other	30	9%	8%	11%
	Total disagree	234	67%	65%	79%
Staff use force only when needed.	Total agree	147	42%	41%	48%
	Neither agree nor disagree	75	21%	21%	25%
	Other	28	8%	8%	7%
	Total disagree	100	29%	30%	20%
Residents feel safe here.	Total agree	157	45%	45%	43%
	Neither agree nor disagree	103	29%	28%	36%
	Other	22	6%	6%	7%
	Total disagree	68	19%	20%	14%
I feel safe here.	Total agree	229	65%	67%	59%
	Neither agree nor disagree	54	15%	15%	16%
	Other	12	4%	2%	9%
	Total disagree	55	16%	16%	16%
At times, residents feel threatened by the behavior of some members of staff.	Total agree	178	51%	54%	32%
	Neither agree nor disagree	69	20%	19%	21%
	Other	29	8%	7%	14%
	Total disagree	74	21%	19%	32%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
Residents have each other's backs.	Total agree	76	22%	23%	16%
	Neither agree nor disagree	104	30%	30%	27%
	Other	24	7%	7%	7%
	Total disagree	146	42%	40%	50%
I feel safe reporting physical abuse from staff or other residents.	Total agree	89	25%	24%	32%
	Neither agree nor disagree	72	21%	20%	21%
	Other	40	12%	11%	13%
	Total disagree	149	43%	44%	34%
I get medical treatment when I need it.	Total agree	98	28%	30%	20%
	Neither agree nor disagree	41	12%	12%	11%
	Other	13	4%	3%	7%
	Total disagree	198	57%	55%	63%
I get mental health care when I need it.	Total agree	129	37%	38%	30%
	Neither agree nor disagree	55	16%	15%	18%
	Other	22	6%	6%	9%
	Total disagree	144	41%	41%	43%
I get substance abuse treatment when I need it.	Total agree	111	32%	33%	25%
	Neither agree nor disagree	82	23%	24%	21%
	Other	63	18%	17%	23%
	Total disagree	94	27%	26%	30%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
I have reasonable access to space where I can exercise.	Total agree	233	67%	66%	68%
	Neither agree nor disagree	35	10%	11%	4%
	Other	16	5%	3%	14%
	Total disagree	66	19%	20%	14%
What year were you born? [Ages]	18 to 34	92	26%	27%	25%
	35 to 49	133	38%	38%	36%
	49+	64	18%	20%	7%
	Prefer not to answer	61	17%	15%	32%
With what gender do you identify? (Select all that apply.)	Female	48	14%	1%	82%
	Male	280	80%	95%	2%
	Refused/Other	27	8%	6%	16%
With what race/ethnicity do you identify? (Select all that apply.)	White or European	256	73%	72%	77%
	Not White or European	117	33%	35%	23%
	Refused	20	6%	4%	13%
Were you ever incarcerated as a youth (under 18 years)?	Yes	110	31%	34%	18%
	No	220	63%	62%	70%
	Refused	20	6%	4%	13%

Table 6: Resident Survey Results (cont.)

Question	Response	Residents (n)	Residents		
			All	Men	Women
How long have you been a resident of Maine DOC?	1 to 5 years	187	53%	51%	68%
	6 to 10 years	58	17%	18%	11%
	10+ years	83	24%	27%	7%
	Refused	22	6%	5%	14%
How long, in total, have you been a resident in any corrections facility?	1 to 5 years	150	43%	40%	59%
	6 to 10 years	63	18%	19%	13%
	10+ years	114	33%	36%	14%
	Refused	23	7%	5%	14%
What facility do you currently live in?	Maine State Prison	204	58%	69%	0%
	Maine Correctional Center	90	26%	31%	0%
	Women's Center	56	16%	0%	100%
How many separate times have you entered Maine DOC custody?	1	148	42%	41%	48%
	2 to 3	103	30%	31%	21%
	3+	31	9%	10%	5%
	Refused/No Response	68	19%	18%	25%

Note: Other includes responses “Don’t know”, “Does not apply”, and Refused to answer.

Appendix D.

Corrections and program staff survey findings

Table 7: Staff Survey Results

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
Rehabilitation should be a central goal of incarceration.	Total agree	98	84%	85%	88%
	Neither agree nor disagree	12	10%	13%	12%
	Other	6	5%	0%	0%
	Total disagree	1	1%	2%	0%
Maine DOC believes in rehabilitation as a goal for corrections.	Total agree	91	78%	77%	80%
	Neither agree nor disagree	13	11%	15%	12%
	Other	6	5%	0%	0%
	Total disagree	7	6%	9%	8%
Approximately what portion of staff believes in rehabilitation as a goal for corrections?	Quarter	16	13%	23%	4%
	Half	35	29%	32%	28%
	Three-quarters	35	29%	30%	40%
	All	3	2%	0%	8%
	Other	28	23%	15%	20%
There are discussions involving all staff about the vision for Maine DOC and ways to achieve it.	Total agree	30	26%	19%	36%
	Neither agree nor disagree	29	25%	21%	28%
	Other	7	6%	0%	4%
	Total disagree	51	44%	60%	32%
Maine DOC has a clear understanding of what it's like for staff to work in this facility.	Total agree	31	27%	13%	24%
	Neither agree nor disagree	19	16%	19%	24%
	Other	7	6%	0%	0%
	Total disagree	60	51%	68%	52%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
My attitude toward the purpose of a facility has changed since I started working for Maine DOC.	Total agree	78	67%	72%	64%
	Neither agree nor disagree	24	21%	15%	28%
	Other	6	5%	0%	0%
	Total disagree	9	8%	13%	8%
I take pride in my job.	Total agree	93	80%	77%	80%
	Neither agree nor disagree	9	8%	13%	8%
	Other	7	6%	0%	4%
	Total disagree	8	7%	11%	8%
Staff at this facility take pride in their jobs.	Total agree	49	42%	32%	32%
	Neither agree nor disagree	40	34%	38%	40%
	Other	8	7%	2%	8%
	Total disagree	20	17%	28%	20%
When I have a problem at work, there is someone I can talk to who will really help me solve it.	Total agree	71	61%	53%	56%
	Neither agree nor disagree	16	14%	15%	20%
	Other	4	3%	0%	0%
	Total disagree	26	22%	32%	24%
My coworkers and I watch each other's backs.	Total agree	91	78%	77%	64%
	Neither agree nor disagree	11	9%	6%	28%
	Other	7	6%	2%	4%
	Total disagree	8	7%	15%	4%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
This job has been very hard for my mental health.	Total agree	55	47%	51%	52%
	Neither agree nor disagree	23	20%	23%	16%
	Other	5	4%	0%	0%
	Total disagree	34	29%	26%	32%
Maine DOC has a clear understanding of what it's like for residents at this facility.	Total agree	49	42%	30%	48%
	Neither agree nor disagree	32	27%	40%	20%
	Other	10	9%	0%	8%
	Total disagree	26	22%	30%	24%
Decisions about residents' progress seem fair.	Total agree	52	44%	38%	40%
	Neither agree nor disagree	28	24%	32%	28%
	Other	11	9%	2%	0%
	Total disagree	26	22%	28%	32%
Rules here are applied to all residents equally.	Total agree	38	33%	26%	28%
	Neither agree nor disagree	15	13%	17%	16%
	Other	8	7%	0%	0%
	Total disagree	56	48%	57%	56%
Disciplinary sanctions that residents receive here seem fair.	Total agree	55	47%	38%	48%
	Neither agree nor disagree	18	15%	26%	16%
	Other	9	8%	0%	0%
	Total disagree	35	30%	36%	36%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
This facility has improved while I've been here.	Total agree	42	36%	32%	32%
	Neither agree nor disagree	35	30%	15%	44%
	Other	5	4%	0%	0%
	Total disagree	35	30%	53%	24%
I feel safe working in this facility.	Total agree	85	73%	68%	76%
	Neither agree nor disagree	15	13%	17%	12%
	Other	6	5%	0%	0%
	Total disagree	11	9%	15%	12%
Staff feel safe working in this facility.	Total agree	74	63%	57%	68%
	Neither agree nor disagree	18	15%	23%	12%
	Other	10	9%	0%	4%
	Total disagree	15	13%	19%	16%
Staff use force only when needed.	Total agree	98	84%	81%	88%
	Neither agree nor disagree	7	6%	15%	4%
	Other	9	8%	0%	8%
	Total disagree	3	3%	4%	0%
There are enough staff to meet the current needs of this prison.	Total agree	10	9%	2%	4%
	Neither agree nor disagree	11	9%	11%	16%
	Other	6	5%	0%	8%
	Total disagree	90	77%	87%	72%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
Frequent staff turnover is a problem in this prison.	Total agree	83	71%	94%	84%
	Neither agree nor disagree	15	13%	4%	4%
	Other	7	6%	0%	8%
	Total disagree	12	10%	2%	4%
Generally, staff morale is high.	Total agree	20	17%	4%	16%
	Neither agree nor disagree	24	21%	13%	32%
	Other	6	5%	0%	4%
	Total disagree	67	57%	83%	48%
My training has prepared me to succeed in this job.	Yes	75	64%	57%	56%
	No	36	31%	40%	40%
	Refused	6	5%	2%	4%
Residents have reasonable access to space where they can exercise.	Total agree	104	89%	89%	92%
	Neither agree nor disagree	7	6%	11%	4%
	Other	6	5%	0%	4%
	Total disagree	0	0%	0%	0%
Staff try to help residents succeed.	Total agree	89	76%	68%	80%
	Neither agree nor disagree	20	17%	28%	16%
	Other	5	4%	0%	0%
	Total disagree	3	3%	4%	4%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
Residents listen when I talk to them.	Total agree	87	74%	83%	84%
	Neither agree nor disagree	19	16%	13%	8%
	Other	5	4%	0%	0%
	Total disagree	6	5%	4%	8%
Residents treat each other with respect.	Total agree	35	30%	38%	40%
	Neither agree nor disagree	44	38%	32%	32%
	Other	5	4%	0%	0%
	Total disagree	33	28%	30%	28%
All residents have the potential to be successful.	Total agree	72	62%	60%	68%
	Neither agree nor disagree	11	9%	15%	8%
	Other	5	4%	0%	0%
	Total disagree	29	25%	26%	24%
At times, members of staff feel threatened by some of the residents.	Total agree	60	51%	64%	44%
	Neither agree nor disagree	27	23%	21%	20%
	Other	11	9%	4%	8%
	Total disagree	19	16%	11%	28%
Putting residents in restrictive housing helps make the facility safer.	Total agree	68	58%	68%	48%
	Neither agree nor disagree	28	24%	21%	32%
	Other	9	8%	4%	4%
	Total disagree	12	10%	6%	16%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
The facility is generally a calm place.	Total agree	77	66%	51%	76%
	Neither agree nor disagree	18	15%	28%	8%
	Other	6	5%	0%	4%
	Total disagree	16	14%	21%	12%
I feel safe speaking up about staff misconduct.	Total agree	64	55%	55%	60%
	Neither agree nor disagree	20	17%	19%	20%
	Other	7	6%	0%	0%
	Total disagree	26	22%	26%	20%
Residents get medical treatment when they need it.	Total agree	60	51%	47%	60%
	Neither agree nor disagree	24	21%	21%	24%
	Other	8	7%	0%	0%
	Total disagree	25	21%	32%	16%
Residents get mental health care when they need it.	Total agree	75	64%	68%	76%
	Neither agree nor disagree	19	16%	17%	8%
	Other	8	7%	0%	0%
	Total disagree	15	13%	15%	16%
Residents get substance abuse treatment when they need it.	Total agree	77	66%	60%	68%
	Neither agree nor disagree	21	18%	28%	20%
	Other	7	6%	0%	0%
	Total disagree	12	10%	13%	12%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
I feel comfortable talking with residents about their family.	Total agree	82	70%	66%	88%
	Neither agree nor disagree	18	15%	23%	8%
	Other	8	7%	2%	0%
	Total disagree	9	8%	9%	4%
I feel comfortable interacting with families during visitation.	Total agree	55	47%	47%	48%
	Neither agree nor disagree	19	16%	17%	20%
	Other	35	30%	28%	32%
	Total disagree	8	7%	9%	0%
I work with families regularly.	Total agree	18	15%	9%	28%
	Neither agree nor disagree	20	17%	30%	20%
	Other	44	38%	30%	28%
	Total disagree	35	30%	32%	24%
This facility does a good job preparing residents for release.	Total agree	50	43%	38%	40%
	Neither agree nor disagree	32	27%	26%	36%
	Other	8	7%	0%	0%
	Total disagree	27	23%	36%	24%
When residents leave, they are more prepared to be law-abiding citizens than they were when they entered.	Total agree	46	39%	34%	40%
	Neither agree nor disagree	36	31%	32%	32%
	Other	9	8%	2%	4%
	Total disagree	26	22%	32%	24%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
Residents benefit from participating in programs offered here.	Yes	99	85%	85%	88%
	No	10	9%	13%	8%
	Refused	8	7%	2%	4%
How long have you been employed in corrections?	1 to 5 years	31	27%	28%	36%
	6 to 10 years	28	24%	30%	8%
	10+ years	49	42%	40%	56%
	Refused	9	8%	2%	0%
How long have you been employed by Maine DOC?	1 to 5 years	36	31%	34%	44%
	6 to 10 years	33	28%	34%	16%
	10+ years	38	33%	30%	40%
	Refused	10	9%	2%	0%
What best describes your rank or role? (Select all that apply.)	Correctional Officer or Correctional Acuity	61	52%	75%	40%
	Specialist				
	Supervisory staff	16	14%	13%	16%
	Program staff and other	23	20%	6%	56%
	Refused	29	25%	17%	12%

Table 7: Staff Survey Results (cont.)

Question	Response	Staff (n)	Staff		
			All	MSP	MCC
What facilities do you currently work in? (Select all that apply.)	Bolduc Correctional Facility	16	14%	17%	16%
	Downeast Correctional Facility	7	6%	6%	12%
	Maine Correctional Center	22	19%	9%	88%
	Mountain View Correctional Facility	30	26%	9%	16%
	Southern Maine Women's Reentry Center	8	7%	6%	32%
	Women's Center	7	6%	6%	28%
	Maine State Prison	47	40%	100%	16%
	Refused	15	13%	0%	0%
What year were you born? [Ages]	18 to 34	14	12%	17%	16%
	35 to 49	27	23%	38%	28%
	49+	19	16%	21%	12%
	Prefer not to answer	57	49%	23%	44%
With what gender do you identify? (Select all that apply.)	Female	27	23%	19%	48%
	Male	61	52%	62%	40%
	Other	32	27%	26%	16%
With what race/ethnicity do you identify? (Select all that apply.)	White or European	84	72%	75%	84%
	Not White or European	11	9%	17%	8%
	Refused	26	22%	13%	16%

Note: MSP designates staff who work in the Maine State Prison. MCC designates staff who work in the Maine Correctional Center and in the Women's Center. Other includes responses "Don't know", "Does not apply", and Refused to answer.

Notes

1. Ram Subramanian et al., “Prison Reform in the United States: Efforts to Improve Conditions and Post-Release Outcomes”, Brennan Center for Justice, March 17, 2026, 28–33, <https://www.brennancenter.org/our-work/research-reports/prison-reform-united-states>.
2. The surveys were adapted from several prison conditions studies. See Ryan Shanahan et al., “Restoring Promise: A Randomized Control Trial Examining the Impact of an Innovative Young Adult Housing on Reducing Violence,” Vera Institute of Justice, June 2023, 50–53, <https://vera-institute.files.svdcdn.com/production/downloads/publications/Restoring-Promise-A-Randomized-Control-Trial-Examining-the-Impact-of-an-Innovative-Young-Adult-Housing-on-Reducing-Violence.pdf>; Jeffrey Lin et al., “Sterling Correctional Facility PRIN Report,” University of Denver, 2022, <https://socialwork.du.edu/sites/default/files/2022-06/PRIN%202022%20Research%20Report%20V0516.pdf>; Evelyn McCoy et al., “How Do Perspectives Differ Between Incarcerated People and Corrections Staff on Prison Climate: Findings from the Prison Research and Innovation Initiative,” Urban Institute, December 2025, 4–20, https://www.urban.org/sites/default/files/2025-12/How_Do_Perspectives_Differ_between_Incarcerated_People_and_Corrections_Staff_on_Prison_Climate.pdf; Jordan Hyatt et al., “Perceptions of Incarcerated People: Prison Conditions, Public Health, and Justice in the United States,” *Journal of Public Health Policy* 45, no.3 (2024): 446–59, <https://doi.org/10.1057/s41271-024-00496-z>; and Britte van Tiem et al., “Measuring Prison Climate Across Contexts: Lessons from Administering the Prison Climate Questionnaire in the USA,” *European Journal of Criminology* 22, no. 5 (March 2025): 860–63, <https://doi.org/10.1177/14773708241290036>.
3. MDOC Data Team, November 2025 MDOC Adult Data Report, Maine Department of Corrections, 2025, 4, <https://www.maine.gov/corrections/sites/maine.gov.corrections/files/inline-files/November%202025%20Monthly%20Adult%20Data%20Report.pdf>.
4. Andrea Bingham, “From Data Management to Actionable Findings: A Five-Phase Process of Qualitative Data Analysis,” *International Journal of Qualitative Methods* 22 (2023): 1–11, <https://journals.sagepub.com/doi/full/10.1177/16094069231183620>.
5. Lin et al., “Sterling Correctional Facility”; and Courtney McKim, “Meaningful Member-Checking: A Structured Approach to Member-Checking,” *American Journal of Qualitative Research* 7, no. 2 (2023): 41–52, <https://www.ajqr.org/download/meaningful-member-checking-a-structured-approach-to-member-checking-12973.pdf>.