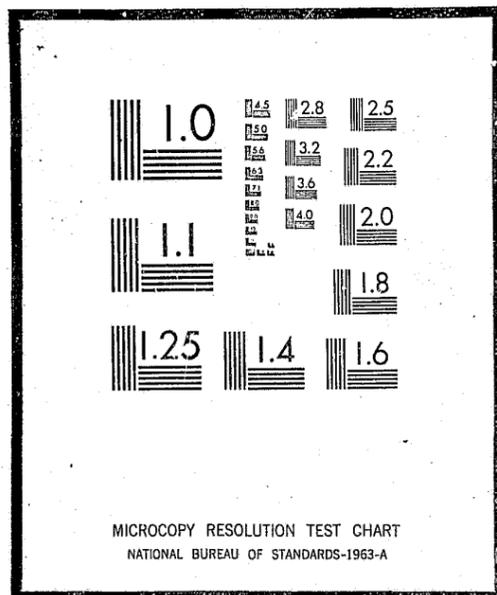


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STATE OF MISSOURI  
DEPARTMENT OF CORRECTIONS  
JEFFERSON CITY

GEORGE M. CAMP  
DIRECTOR

July 1, 1974

The Honorable Christopher S. Bond  
Governor of Missouri  
Executive Office  
Jefferson City, Missouri 65101

Dear Governor Bond:

This annual report summarizes the development of the Missouri Department of Corrections from July 1, 1973, until July 1, 1974. It concentrates on its achievements, goals, and constraints.

It is submitted to you as a means of documenting where we were on July 1, 1973, where we are now, and where we hope to be in the months and years ahead. Your continuing support has motivated all of us towards achieving our Mission - To improve public safety by returning prior offenders to society as successful and productive citizens.

Very truly yours,  
*George M. Camp*  
George M. Camp

GMC:ljr

Enc.

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STATE OF MISSOURI  
DEPARTMENT OF CORRECTIONS  
JEFFERSON CITY

GEORGE M. CAMP  
DIRECTOR

July 1, 1974

INTRODUCTION

During the past year, the Missouri Department of Corrections has taken steps to chart its course for the next five years through the use and development of a department wide plan. This plan has involved the application of management by objective techniques and a participatory management format. An Executive Planning Group, which includes all institution heads, key management staff and the Director, has prepared a departmental plan including a Mission Statement which is:

THE MISSION OF THE MISSOURI DEPARTMENT OF CORRECTIONS IS TO IMPROVE PUBLIC SAFETY BY RETURNING PRIOR OFFENDERS TO SOCIETY AS SUCCESSFUL AND PRODUCTIVE CITIZENS. In addition, each institution has developed its own Mission Statement, which is instrumental in achieving the overall Department's mission and objectives.

Continuing objectives were established in the areas requiring sustained effort in order for the Mission Statement to become a reality. These objectives have been delineated and address the Department's three main goals: 1. That inmates are released at the most appropriate time in their development; 2. That no person released from the Missouri Department of

Corrections commits another crime; and 3. That the public is aware of, understands and supports the role of Corrections.

MANAGEMENT BY OBJECTIVES

Planning Process - During the past fiscal year, the Department of Corrections has allocated its resources by program need so that specific plans of action have had resources allocated to them. The Department has also prepared its Fiscal Year 1974-75 budget requests based on resource needs as identified by the departmental plan as developed in November, 1973. As of July 1, 1974, the plan is substantially developed so that the 1975-76 budget request will be based upon this plan. In addition, we completed the development of plans for each of our seven institutions. A program budget is essential if we are going to be able to accomplish our stated goals and objectives and to evaluate the effectiveness and efficiency of programs and operations.

Strategies and action plans were developed according to each of the three continuing objectives. Each plan involves specific target dates for completion. By July of 1974, the total plan was substantially completed with the institutional planning process well under way.

The Department's planning process was greatly assisted by the American Management Association who aided the Department in developing planning capabilities. With these systems, the department, by means of participatory management, identified three basic questions . . . 1. What is the present status of the department? 2. Where is the department going to be in the

future? and 3. How is this future to be achieved? Some of these questions have already been answered in the form of detailed action plans and future plans are being developed since these plans are continually evaluated by all those involved in the planning process.

Participatory Management - The entire planning process of the Department is based on a theory of participatory management. This process involves the utilization of all affected employees in the development of new procedures or policies. This management principle has been applied to accomplish a two-fold purpose. The first is that all plans made by the Department will involve those who will be carrying out these plans. The second basic advantage of this process is that managerial skills are developed because each of these employees will be involved in the decision making process. An example of this process is a new procedure implemented in the Department this past year dealing with inmates records. Through a united effort on the part of the departmental staff and the staff from the Board of Probation and Parole, a system was established so that all inmate information was consolidated into one central file.

An additional managerial aid implemented this past year was the HIMP Program (How to Improve Manager Performance). This program is designed to assist potential managers by training them in current theories and practices of management in planning and monitoring.

Training - It is to this end that the Department has embarked upon a staff development and training program which will greatly assist us in the professionalization of our staff. On April 1, 1974, a series of staff development and training sessions began. These sessions include a week long orientation and training program. The program is being supported through a Law Enforcement Assistance Administration grant allocated to the Department. These training sessions include presentations by the Director, other department officials and staff, and members from other components of the criminal justice system. As of July 1, 1974, approximately 180 staff members of the Department completed these training sessions. In addition, in-service training sessions are being conducted in each of our correctional facilities and are assisted by men and women trained in these areas.

Performance Standards - In an effort to increase employee productivity and accountability, performance standards have been implemented in the Department. To this end, we are in the process of implementing adequate supervisory and middle management staff. We will continue developing and implementing supervisory accountability systems. By December 31, 1974, we expect to have a computerized management information system in operation as developed by a recent federal grant. The planning division of the Department will lay the groundwork for this program as well as monitoring and analyzing our present position and progress.

The program division of the Department will assist in making our goal a reality by the evaluation of the activities of the various programs within the Department. The support services division will then be able to provide the necessary support to insure the success of our efforts.

INMATES RELEASED AT APPROPRIATE TIME

Team Classification - The first continuing objective in the Department is that inmates are released at the most appropriate time in their development. In order to achieve this objective, it was decided that a team classification treatment approach was a necessary factor in bringing about positive changes in Missouri's correctional process. The philosophy behind the team classification approach is that an inmate's plan will be developed with those employees who are most closely associated with him. The team is composed of the inmate and staff members most closely and directly involved with the inmate and most aware of his assets and needs. The team approach is designed to start the process of change in the inmate's internal controls by enabling him to examine his own potential and make plans for the future in a responsible manner. All of the inmates involved in this process are looked upon as they are now, rather than what they have been in the past. Emphasis is placed on the planning and implementation of positive behavior, which in turn is reinforced and internalized.

A time sequential plan was developed for the implementation of team classification in all of Missouri's seven institutions. This plan consisted of implementation dates at each of the institutions with an evaluation period following. This process began at the Missouri Training Center for Men

at Moberly and was then continued on a systematic basis throughout the remaining six institutions in Missouri. As of July 1, 1974, all of Missouri's correctional institutions have implemented the team classification approach. This process is being done in a selective manner at present and it is planned that by July 1, 1975, 90 percent of all inmates in the Missouri Department of Corrections will be involved in a team classification program.

Educational Programs - During the past year, increased emphasis has been placed upon the preparation of inmates released as successful and productive citizens. In accordance with this, it is felt that education plays a major roll in achieving this objective. Information indicates that approximately 18 percent of the prison population are functionally illiterate, i.e. unable to read or write. A tutorial program has been implemented to erase this obstacle of illiteracy which drastically affects the opportunity of employment for the ex-offender. This program, along with all other education programs, is geared to each inmate's individual needs as determined by his personalized plan with the participation of team classification. The education program in the Department compares most favorably with public school systems throughout the State and is one of the top educational programs of any correctional system in the country. The total academic enrollment figure for the past year was 1,378. This includes a total of 679 in elementary courses offered and 699 in high school and GED courses .

The Department has also placed additional emphasis this past year on higher education courses being offered to the

inmates. During the past Fiscal Year 1973-74, a total of 82 full-time students were enrolled in college courses. An additional 459 inmates were enrolled in part-time college courses making a total college enrollment figure of 541. The University of Missouri-Rolla Extension Division coordinates the college program.

Classes are taught at the Missouri State Penitentiary and the Missouri Intermediate Reformatory through a sub-contract between University of Missouri-Rolla and Lincoln University of Missouri. Classes are also taught at the Missouri Training Center for Men under a contract between University of Missouri-Rolla and the Moberly Area Junior College at Moberly. An Associate of Arts Degree is offered through Moberly Area Junior College to all college students within the Department who complete 64 college hours and meet a distribution requirement. This past year, nineteen inmates from the Department received their Associate of Arts Degree from the Moberly Area Junior College, with graduation exercises held at the Missouri Training Center for Men.

College courses, through University of Missouri-Rolla, have been offered in the Department since 1968 and during the past year, these courses have been expanded to include inmates at all seven institutions. To date, 26 inmates have received an Associate of Arts Degree. In addition, six inmates have received their Bachelor of Arts Degree. As of July 1, 1974,

approximately 541 inmates have been involved in the higher education project with a total of 8,600 college credits granted.

Vocational Education Programs - In addition to the educational programs within the Department, the vocational education training programs have been expanded. An average of 976 inmates were enrolled in vocational courses within the Department during the past fiscal year. Instruction is given in such courses as auto mechanics, body and fender repair, machine shop, small engine repair, welding, electronics and television repair, cosmetology and other courses. Once again, the specific vocational training offered an inmate is based upon his individual needs and is geared toward an eventual release into the community.

On-Job-Training - "On-the-Job" Training experience has been available in various areas of work at each institution, such as Food Service, Maintenance, and Prison Industries. Certification of this type of experience has been provided by the Department through the Division of Inmate Education, providing certain basic requirements have been completed.

The objective for the coming year is to up-grade this "On-the-Job" training program. All job assignments for inmates within the Department have been classified and coded according to the Dictionary of Occupational Titles. This will serve as the basis for organizing this "On-the-Job" training program

around the concept of occupational clusters. This will permit these jobs to be utilized to a greater degree for planning purposes in developing the inmate's personalized treatment plan, as well as providing an increased opportunity for "On-the-Job" vocational training in an organized manner.

Industries - The Division of Prison Industries, during the past year, employed a total of 860 inmates. These industries are located at the Missouri State Penitentiary, the Missouri Training Center for Men at Moberly and the Missouri Intermediate Reformatory at Algoa. During the past year, the various operations of these industries have been evaluated so that they now provide meaningful training in addition to being a profitable enterprise.

The Missouri State Penitentiary Industries, during the past year, operated clothing, cleaning, wood furniture, tobacco, shoe, glove, metal products, soap and detergent factories. The tobacco industry has been phased out during the past year due to the fact that it did not provide meaningful training for inmates and also because it became unprofitable. Approximately 525 inmates are employed within the prison industries at the penitentiary. The program has been expanded so that an inmate may attend school for one-half day and continue in his vocational training or industrial work. Each job assignment in prison industry is based upon the inmate's needs, taking into account his past and present skills.

The Missouri Training Center for Men at Moberly has

employed approximately 275 inmates during the past year in programs including a print shop, book repair shop, metal products and a laundry which does work on a contractual basis for the University of Missouri at Columbia and its Medical Center. The Moberly industries are presently installing a complete sign industry which will make reflective signs for state use market.

The other institution operating an industry is the Missouri Intermediate Reformatory at Algoa where an average of 60 inmates are employed in the wood furniture factory. The majority of these inmates also attend school for one-half day. The wood furniture factory at the Missouri Intermediate Reformatory was remodeled in May of 1974. The factory there is now on an assembly line basis with more specialization being offered. This is being done because of the shorter sentences served at the Reformatory, and the practical experience assembly line work provides.

The Department is continually evaluating the industrial programs to determine the profitability and relationship to marketable skills in the public market. New endeavors will be entered into that may be profitable and which will provide useful training for the inmate.

Inmate Wages - Effective July 1, 1974, inmates employed by the prison industries will be paid on an hourly schedule based upon four working levels. These four levels include salaries ranging from an average of \$20 to \$50 per month. This has

increased the hourly wage to a minimum average of \$.15 an hour and a maximum average of \$.38 per hour. These wages vary according to the work performed by the inmates and the working level attained. This scheduling has been based upon a work incentive program comparable to that of a real work environment which exists in society. The wage rate for non-industry positions where inmates are involved in other work assignments and duties has been raised to an average of \$5 to \$30 per month. These wages have all been increased over the prior fiscal year, in view of the fact that a more equitable wage scale would provide an incentive to increased productivity and provide a means of developing a sense of achievement. This will aid the inmate in preparing himself to re-enter his community where similar incentive programs are in progress. The increased wages will also provide funds for certain necessities including housing and transportation costs necessary upon release. This will reduce the need for release funds to an offender upon leaving the Department. This is reflected in our budget and is shown as a decrease in requests for release funds.

Farms - The Division of Farms presently operates three major farms consisting of approximately 3200 acres. The farms serve a dual purpose in that they provide some of the food supplies for the Department and also provide training in agriculture. During the past year, the dairy herds from Algoa and Church Farm have been consolidated to increase efficiency in the pro-

duction of dairy products. The average milk production this past year has been increased from 7,000 to over 9,095 pounds per cow, with a total of 174 cows milked each day. The farm program also provides a substantial amount of beef and pork to institutions throughout the Department. The farm operation has employed a total of 113 inmates during the past fiscal year.

Community Release - During the past year, the Department has expanded its community release programs to provide adequate means for inmates to prepare for their final release. These programs include education and work release programs, half-way houses and a furlough program. At present, 124 inmates in the Department are participating in the community release programs. Over half of these inmates or 52 percent are serving sentences of five years or less with an average length of sentence of eight years.

Education Release - During the past year, a total of twelve inmates from the Department were enrolled in the education release programs at the University of Missouri-Rolla and Lincoln University. These inmates have been very carefully screened through an institutional process in accordance with their personalized plans. An additional eight inmates have been enrolled in the vocational education release program which is offered at the Linn Technical College. The men and women involved in these education release programs attend classes on a full-time basis and then return to their housing facilities, either at the institution or to approved housing as in the case of the University of Missouri-Rolla.

Work Release - A total of 104 inmates from Missouri's seven institutions are presently involved in a work release program. This program involves men and women working in a full-time position for local businesses in the community, whereby, actual job experience is available. A plan is presently being implemented so that each inmate involved in this program will reimburse the State of Missouri for part of the cost of his maintenance. Therefore, not only does this program provide adequate training and work experience but will also reduce the cost of incarceration.

Half-Way Houses - An inmate who has reached a level of his development and is ready to assume his place in society is prepared for release. A pre-release program has begun operation at the Renz Farm Facility. This program involves assistance to the inmate in job placement, housing and financial management. If it is determined that the inmate would best be placed in a program based in the community prior to his final release, half-way houses and other community-based programs are utilized. The Department is presently evaluating these present resources and developing plans to expand and develop new community-based programs as a part of a total corrections program as an alternative to confinement at the institution.

Furloughs - Under House Bill 1039, enacted by the 76th General Assembly, the Missouri Department of Corrections was granted authority to issue furloughs to inmates committed to

the custody of the Department. The purpose of this bill was to grant furloughs to inmates for five specific purposes: (1) To visit a relative who is ill; (2) To attend the funeral of a relative; (3) To obtain medical services not otherwise available; (4) To contact prospective employers and (5) To participate in approved rehabilitation programs. Since this program has been in effect for the past two years, the Department has granted a total of 275 furloughs, only one of which resulted in a failure to return. In addition, only one inmate encountered any difficulty while on a furlough, and this was for public intoxication. Therefore, as these figures indicate, Missouri has attained one of the highest success rates in the country in this type of program with a success rate of 99½ percent. All applicants for furloughs are selected by an institutional team consisting of top administrators and those staff members working closest with the inmate. It is felt that adequate steps need to be taken prior to an inmate's release into the community and that the furlough program has shown itself to be an effective measure in achieving this goal.

Medical and Psychiatric Services - While incarcerated in a correctional institution, an inmate is provided services including a comprehensive medical care program. The Department presently operates a hospital at the Missouri State Penitentiary, where medical services are provided to inmates there and from the other institutions. These programs have been updated during

the past year to meet necessary standards to insure the maintenance of the inmate's health. During the past year, a full-time physician was employed at the hospital along with two part-time dentists and a hospital administrator to oversee the functions of the hospital. In addition to these medical services offered, the Department has entered into an agreement with the University of Missouri Medical Center in Columbia, Missouri, to provide medical services not provided at the penitentiary hospital.

Also during the past year, the Department has employed a part-time psychiatrist, who is available to the inmates throughout the Department. Other psychiatric and psychological assistance is being looked into to increase these needed services.

Legal Services - Legal services have been updated during the past year including legal reference material subject to inmate accessibility. Plans are now in operation for providing each institution with a complete law library. A complete working library has been provided for the Missouri State Penitentiary through a grant from the Missouri Law Enforcement Assistance Council and the National Women's Committee of the Brandeis Foundation. An additional \$15,000 federal grant has been received for legal assistance to inmates. The Department has also established a legislative service which reports on the activities of the General Assembly as related to the Department.

Inmate Programs and Organizations - Various programs have been established throughout the seven institutions in the Department.

These programs are made available to the inmates so that their personal needs might be met. The Jaycees Program in the Department includes approximately 200 inmates who sponsor various extracurricular activities within the institutions. This past year, the Jaycees at the Missouri State Penitentiary sponsored an art show consisting of paintings done by the inmates. Another activity sponsored was a series of movies shown for the inmates at the penitentiary.

At the Missouri Training Center for Men at Moberly, the Jaycee chapter sponsored a week-end of champions including celebrities from the field of athletics for inmates and other interested individuals from the area. An annual bake sale was also sponsored at the Missouri Training Center for Men, with proceeds going to the local community and their chapter.

An NAACP chapter has also been chartered at the Missouri Training Center for Men at Moberly making it the first NAACP charter granted to a correctional facility in the Mid-West. During the past year, the NAACP sponsored a variety show from which all proceeds were donated to the African Drought Fund. The NAACP has also sponsored an institutional newsletter covering their monthly activities and future goals.

Alcoholics Anonymous groups have also been established in most of the institutions of the Department. The inmates learn here to assist themselves and help others with similar

problems. This group sponsors meetings with outside chapters with guest speakers in attendance.

Various religious programs have also been established in the Department, whereby, regular religious services are held. Special projects sponsored by the chapter and the local community are also offered under this program. This is done by members of local church groups near the various institutions.

Drug abuse programs have also become operational during the past year at the Missouri Training Center for Men, State Correctional Center for Women at Tipton and the Fordland Honor Camp. These teams have participated in high school drug education programs relating their previous experiences and problems with drugs.

An active athletic program is in operation in all of the institutions offering participation in a variety of sports. These activities include basketball, football, baseball and softball teams, which participate in institutional league play and, in some instances, community leagues. A musical group, "The Versatiles," has also been formed and has played for various community fund-raising projects as well as legislative dances and other special events.

One of the most recent groups formed was the inmate council at the Missouri State Penitentiary. This council played a major role in the desegregation of all housing facilities within the penitentiary this past December. On December 1, 1973, 1,000

inmates at the Missouri State Penitentiary voluntarily assisted in the desegregation of all previously segregated housing facilities, in a peaceable manner. This was a day in Missouri prison history to be remembered not only for what has been accomplished but also for what can be accomplished in the future. Following this, all other segregated facilities in the Department were then desegregated in a similar manner. Because of the great success encountered in this endeavor, several other state and federal correctional agencies came to Missouri to obtain information for their desegregation plans.

Merit Time - This past year, the Department has revised the policy statement on the issuance of merit time to be granted to inmates including guidelines for each institution. It is the policy of this Department to provide incentives in the form of merit time for exceptional work performance as well as productive participation in correctional treatment programs. Prior to July 1, 1973, there had not been a uniform policy for the Department in the granting or restoration of merit time lost as a result of conduct violations.

NO CRIMES COMMITTED AFTER RELEASE

Personalized Plan - The second continuing objective to be addressed is to insure that no person released from the Missouri Department of Corrections commits another crime. As a means of achieving this goal, the Department established an objective that by July 1, 1975, 95 percent of all inmates would be involved in a personalized plan. The personalized plan is an integral part of the team classification approach, in that each individual will have a plan to meet his or her individual needs. This plan will be accomplished through various programs and services keyed to prepare inmates for their eventual release into society. The personalized plan addresses three key strategies including: (a) Every person leaving the custody of the Department has an appropriate job; (b) is able to meet social demands and (c) has community acceptance. It is believed that addressing these three key strategies in a realistic manner will greatly assist us in reaching this second objective. All inmates received by the Missouri Department of Corrections will be involved in programs geared toward an eventual release. Each inmate admitted will be involved in a job analysis to determine his or her past work experience both in the community and in the institution. Their past vocational skills or industrial training, desire for additional skills and aptitude will also be evaluated

The most important aspect of insuring that there will be no repetition of criminal behavior has to be a commitment to transitional corrections. This will be accomplished in the

following ways: (1) job analysis; (2) formalized adoption of therapeutic models utilized jointly by corrections and parole as a team approach (reality therapy, behavior modification, transactional analysis); (3) involvement in desirable skill training; and (4) participatory decision making in training on the part of the inmate. An action plan geared to the implementation of the personalized plan has been adopted with due dates, tasks and individuals responsible being identified. On June 1, 1974, in accordance with this plan, the decision was made for total implementation of the personalized plan throughout all institutions in the Department by September 1, 1974. It is felt that by reaching this objective, inmates will be better prepared to re-enter the community as useful and productive citizens and end the revolving door syndrome of correctional facilities.

Community Service Centers - In an effort to curb the repetition of criminal behavior, a sustained effort was made by the Department this past year to assist ex-offenders not receiving any after-care services. An application was submitted to the Law Enforcement Assistance Administration for a grant of 2.2 million dollars over a two-year period to establish community corrections service centers in Missouri. Shortly, thereafter, this grant was approved by Region VII of the Law Enforcement Assistance Administration and Missouri was granted the funds requested for the community centers and related programs. The

major elements of this grant will be to establish community service centers in St. Louis, Kansas City, Columbia, Cape Girardeau and Springfield. These centers will provide education, vocational, family-marital and personal counseling for all ex-offenders and also for those on work release and study release programs in those areas. Job development and placement of ex-offenders will be an important activity of the staff at these centers. In addition, the centers will have staff to recruit local volunteers and recruit new employees for the Department. There will be staff available to supply information to the public concerning corrections and also to supply information about inmates to their family and friends. Another important function of the service centers will be to refer ex-offenders to existing agencies and programs in the community, which are currently operating to supply services to all in need. Another element of this grant will be to establish and lend initial assistance to a Missouri Ex-offender Association. This group will serve as a link between the community and the service centers. In addition, it will assist in informing the public of the need to understand the ex-offender and assist in the recruitment of volunteers. The grant will also establish a citizen review committee with members being selected from civic and professional organizations. This group will review major issues raised within the Department and make recommendations to the Director of Corrections. A state-wide program of public information and education concerning corrections will also be established through this

grant. This new effort in community corrections will be of great assistance in helping the approximately 1,000 inmates released each year into home communities without any type of assistance.

Information System - The Department, as a part of the criminal justice system, has committed itself to participating in a comprehensive, computerized information system. This system will aid in making available to the Department timely and accurate information presently being maintained by a cumbersome manual system. The system will aid in the evaluation of inmate needs, the development of an individualized treatment plan, and facts and statistics concerning recidivism rates and other post-release information. Data from such a system will provide the Department with the information needed to aid in the decision making process. The funds for this system were provided through a Missouri Law Enforcement Administration Council grant of \$125,000. We have submitted a grant application to the Law Enforcement Assistance Administration, which would if approved, provide funding in the amount of \$500,000 to support the development of a total correctional information system.

In future years, the efforts in data processing for the Department will be expanded to include comprehensive management information systems and serve as a link in the National Computerized Information System.

Reorganization - On July 1, 1974, Senate Bill No. 1 reorganizing the State government in Missouri went into effect. The

reorganization plan will be helpful in coordinating the needs of the ex-offenders and others in need of assistance. Under this reorganization system, the Missouri Department of Corrections officially becomes the Division of Corrections and is placed within the Department of Social Services. Among the other divisions included in the Department of Social Services, will be the Divisions of Youth Services, Family Services, Veterans Affairs, Health, Housing Development Commission and Probation and Parole.

The reorganization bill will assist in a coordinated effort among various agencies in meeting not only the needs of the ex-offenders but the comprehensive needs of entire families.

PUBLIC AWARENESS AND SUPPORT

The third continuing objective of the Department is that the public is aware of, understands and supports the role of Corrections. It is believed that by attaining this objective, the success of the other continuing objectives will be greatly enhanced. It is, therefore, our first priority to recruit, train and hire the best staff possible. The key to achieving our goal and objectives is a well-motivated and highly trained staff capable of meeting the needs of inmates and, thereby protecting society.

New Staff - Recent vacancies in administrative positions within the Department of Corrections have been filled by long-term departmental employees. These men have demonstrated their competency and capabilities through years of departmental service. Recent personnel appointments have been granted to residents of the State of Missouri who have qualified through the Missouri State Merit System.

Salaries and Turnover - During the past year, the Department in its budget request addressed one factor which presently contributes to a 30 percent annual turnover rate of staff. Therefore, the department requested increases in the beginning salaries for Correction Officers. As of July 1, 1974, the beginning monthly pay for a Correctional Officer I was increased to \$519 as compared to a starting salary of \$448 per month on July 1, 1973. Traditionally, Missouri's correctional salaries have been well below

those of federal employees and those in correctional systems of many other adjoining states. This is a substantial increase over the past year, but it still is not competitive with many other nearby correctional agencies. We are, therefore, continually striving to increase these salaries in order to recruit and retain a competent staff.

Affirmative Action - The Department has undertaken an affirmative action program, whereby, members of minority groups are being actively recruited for employment with the Department. A goal was established in November, 1973, that by July 1, 1974, one out of every three new employees would be from minority groups.

Employment of Ex-offenders - Another element of the rehabilitation process is that ex-offenders be afforded employment opportunities. A policy has, therefore, been established by the Department to employ carefully screened and trained ex-offenders. Presently, the Department employs ten ex-offenders and plans to increase this number to thirty by November 1, 1974. If we are asking businesses and industries to employ ex-offenders, then we must take similar steps. This program has been extremely successful and very well received within the Department with nine out of ten ex-offenders receiving superior or excellent service ratings.

Community Participation and Volunteers - In an effort to increase

public awareness and support, the Department has undertaken a sustained effort to participate in community activities. During the past year, inmates from the Missouri State Penitentiary and the Church and Renz Farm Facilities participated in the Salvation Army's annual Christmas Kettle fund and collected over \$1,100 of which all proceeds went to needy families in the Jefferson City area.

In April of 1974, inmates from these same institutions assisted the American Legion Ladies Auxiliary in their annual poppy sales of which proceeds went to disabled veterans and their families. In addition, the inmates at the Renz and Church Farm Facilities assisted local communities in the Jefferson City area in sandbagging to prevent flooding this spring.

A comprehensive community involvement program has been planned to involve a substantial portion of the inmate population. Along with this involvement of the inmates, there must be a commitment by the community to assist in the correctional process. An action plan has been established that by December 1, 1974, there will be at least 200 trained volunteers assisting the Missouri Department of Corrections. As previously mentioned in this report, a federal grant received by the Missouri Department of Corrections for Regional Service Centers will assist the Department in the recruitment and training of volunteers in this area. At present, records are being kept within each institution and the central office to determine the increase in

requests for inmate participation in outside cultural, recreational and industrial activities. An action plan showing a 25 percent increase in these requests has been established and comparisons will be made on a monthly and yearly basis.

Public Access to Institutions - It is the firm belief of the Department that in order to gain public awareness and support that the doors of our institutions must be opened to the public. It is in view of this belief that a policy statement concerning the public's access to institutions was issued this past year. Missouri is one of the few states in the nation which virtually has an open-door policy to the press. It is through this process that we hope the public will gain some insight into the problems and progress of our correctional facilities in Missouri.

Informed Public - In order to have an informed staff and public, a newsletter was initiated in November, 1973. This newsletter, the HORIZON, was begun in order that the employees and other interested citizens of Missouri became aware of the overall activities of the Department. The newsletter is designed to keep these individuals informed as to the latest developments and activities of the Department. The HORIZON is printed weekly and since its beginning, circulation has increased from 300 to 700 copies per week.

In addition, a radio program entitled "Corrections and the Community" was recently begun on a monthly basis by a local station to inform the citizens of this area about the overall

operations of corrections in Missouri.

In order to focus attention on the area of corrections, this past fiscal year Governor Christopher S. Bond proclaimed December 18, 1973 as Corrections Day in Missouri. Ceremonies were held in the Governor's Office, where plaques were awarded to several of the Department's outstanding employees. This was a major step in achieving public awareness for the Department and this event is planned to be held on an annual basis.

SUMMARY

For too long, Missouri has lagged behind in instituting effective correctional programs to curb the criminal justice cycle affecting the public's safety. Missouri has been the lowest state in the nation in terms of appropriations allocated per inmate, and salaries for corrections personnel. The time has come to take a serious look at what we are doing in corrections in Missouri and how we can improve this system. We have taken positive steps to reach our Mission of returning prior offenders to society as useful and productive citizens.

During the past year, the Department of Corrections has instituted a comprehensive plan to improve the correctional process in Missouri. We have accomplished this task through the assistance and dedication of the employees in the Department. All of the action plans developed this past year have been done so in cooperation with those persons responsible for the completion of each task.

We have taken steps to chart our course for the next five years, and have begun to implement plans to prepare inmates for a successful re-entry into society. When considering the fact that 98 percent of all the inmates in the Missouri Department of Corrections will eventually be released back to their home communities, it only stands to reason that adequate measures need to be made prior to this time. With your continued assistance and support, we can stop this revolving door that does justice to neither the criminal, the victim or the taxpayer.

**END**