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MISSOURI

DIVISION OF CORRECTIONS

35678

NEW HORIZONS IN CORRECTIONS

ANNUAL
REPORT



MISSOURI DIVISION OF CORRECTIONS
Department of Social Services

Edward E. Haynes
Director

NCJRS

911 Missouri Boulevard
Jefferson City, Missouri 65101

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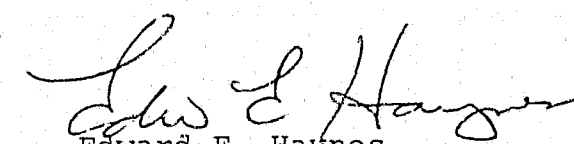
Dear Friends:

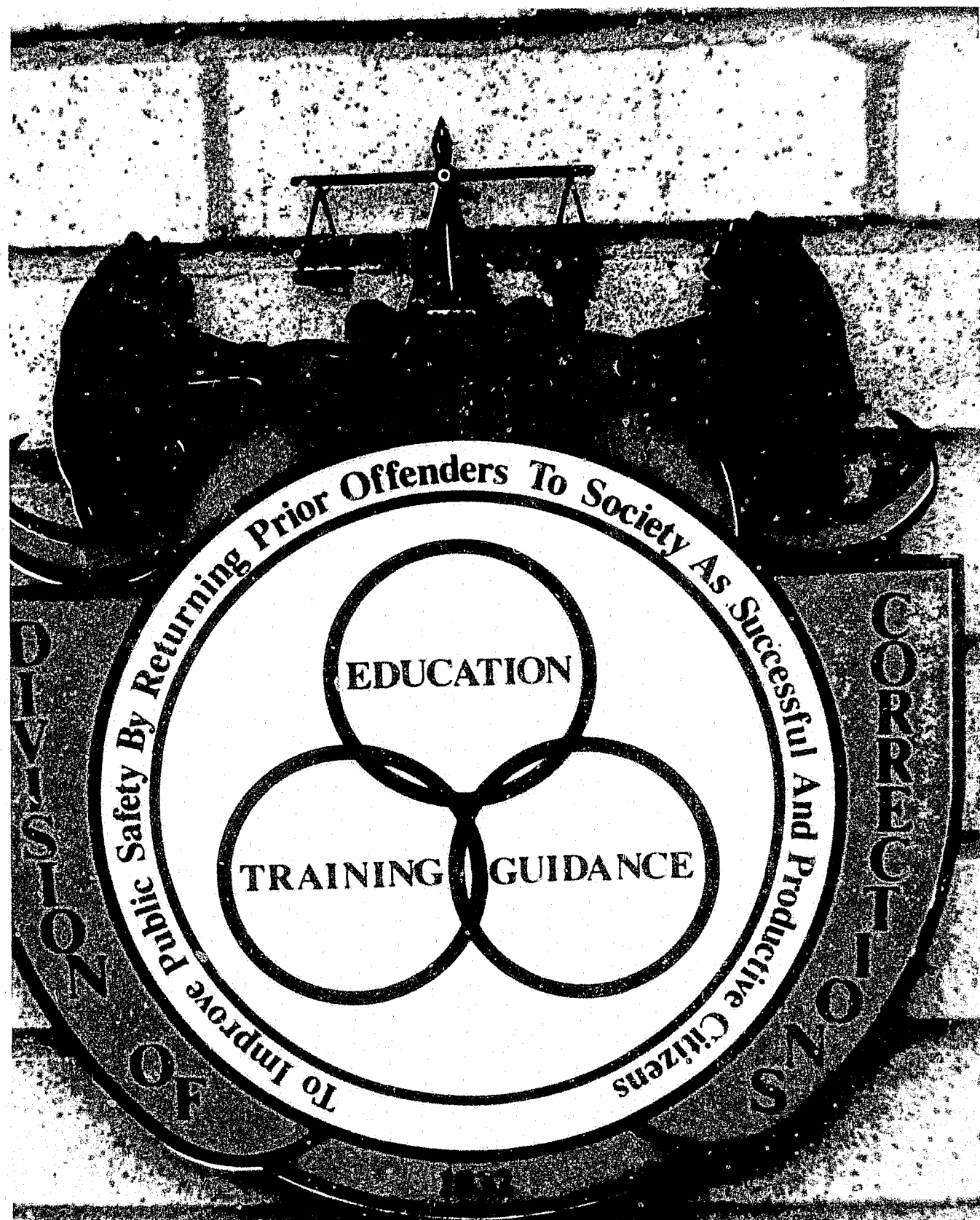
In recent years, increased attention has begun to be focused on our criminal justice system and the rising crime rate in our country. During this same time period, there has been a simultaneous increase in the number of commitments into our prison systems.

It is an unfortunate fact that most of our prison systems have been inadequately funded and are ill-equipped to keep up with this increase in the number of incarcerated men and women. This fact, plus high recidivism rates often-times places a great burden on our institutions to carry out effective "rehabilitational" programs. In accordance with this, recent studies have shown that a large percentage of crimes committed in this country are done so by repeat offenders.

All too often, the public hears only about the system's "failures" which we all fully realize that we have. Frequently, the general public does not understand the complexity of our prisons nor the lack of resources we have to work with. In spite of these handicaps, we have been able to make a great deal of progress towards the Missouri Division of Corrections mission of "Improving public safety by returning prior offenders to society as successful and productive citizens." Meaningful progress, however, does not come quickly nor easily and still much needs to be done.

We have been very fortunate here to have an extremely dedicated staff and a good portion of the general public assisting in various capacities. For without this cooperative effort, the programs outlined in this report would have been impossible.


Edward E. Haynes
Director



The Division of Corrections' seal, designed in 1974 to represent their primary goal.

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THE DIRECTOR'S OFFICE

The Missouri Division of Corrections is the unit of state government charged with the responsibility of supervising and managing all of the adult correctional institutions in the state. Only those convicted of a felony are committed by the courts to the Division. By Missouri law, a person must be seventeen years of age or certified as an adult by the Circuit Court, in order to be committed to the Division with no less than a sentence of two years.

The Division of Corrections, formerly the Department of Corrections, was placed within the Department of Social Services on July 1, 1974, following the passage of the "Omnibus Reorganization Act of 1974". The "Reorganization Act" enabled the various correctional agencies in the Department of Social Services to work more closely together under the supervision of the deputy director. For example, the Divisions of Youth Services, Probation and Parole, and Corrections have taken part in numerous joint planning sessions and training programs in order to coordinate activities which will assist them in operating more successfully and efficiently.

Under the "Reorganization Act", the director of the Department of Social Services is authorized to appoint a director of the Division of Corrections who should be trained and experienced in penal administration.

The director is the person responsible for overseeing and coordinating the activities of the Division of Corrections. He represents the Division by public appearances to state organizations, civic groups, and other concerned citizens. He acts as a liaison with the Department of Social Services and various legislative committees. He also oversees the state's seven correctional facilities and the programs therein.

Among the director's many other responsibilities is the coordination of the Division's budget and its presentation to the General Assembly. He assumes an active role in all planning activities within the Division and reviews all other divisional plans and policies before implementation at the institutional level.

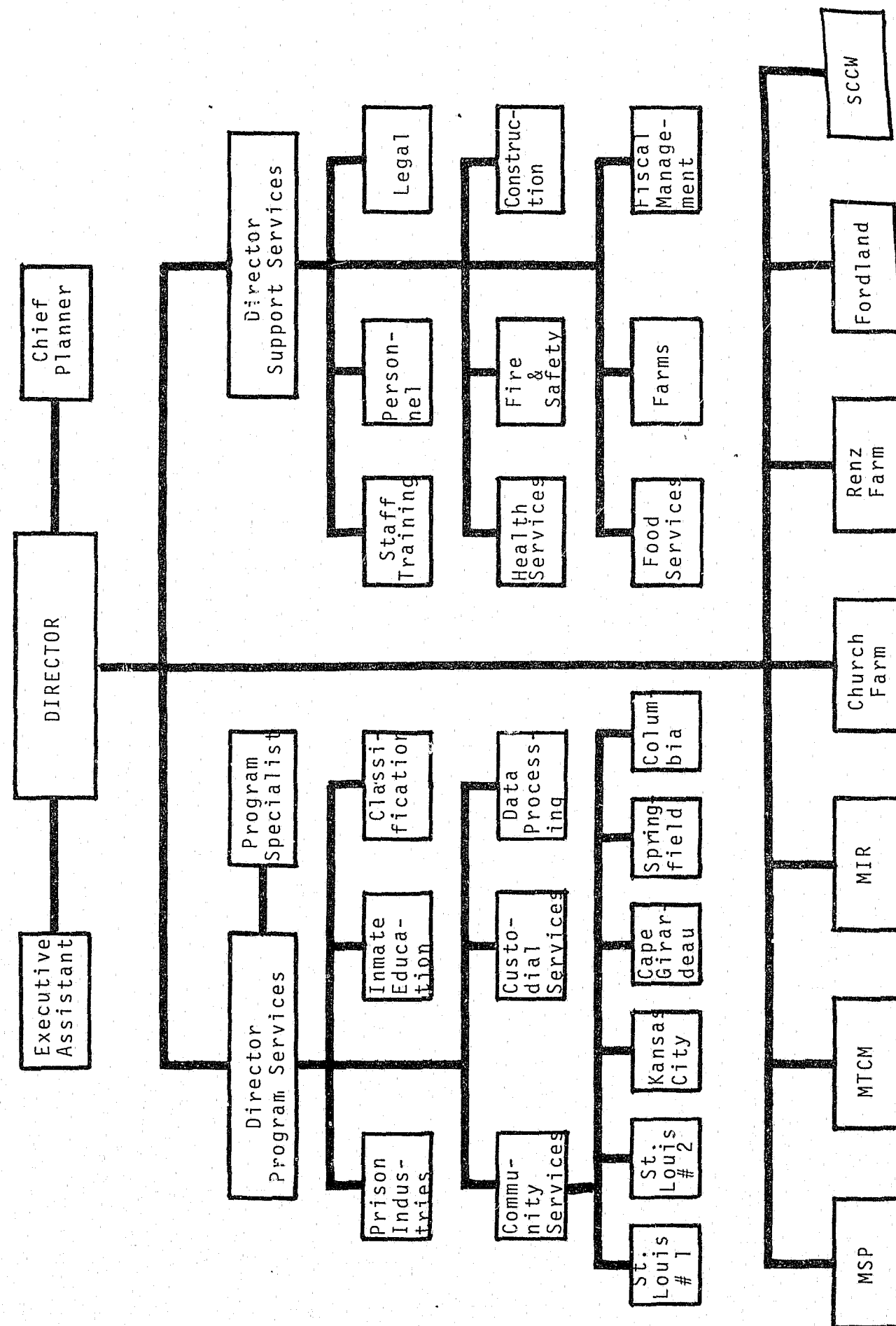
The staff personnel working with the director are the executive assistant and the chief planner, who coordinate activities in public awareness and planning. They work closely with the director and assist him in other various activities.

PUBLIC AWARENESS

The executive assistant organizes activities to increase public awareness, understanding, and support. In October of 1973, a weekly newsletter, The Horizon, began publication with a circulation of approximately 300. Since that time, the circulation has risen to over 1,100 persons, including employees of the Division, volunteers working for Corrections, state officials, members of the news media and other interested citizens. The newsletter reviews the weekly activities of the Division of Corrections and its institutions. It also contains educational articles explaining programs and policies of the Division.

The Organizational Chart of the Missouri Division of Corrections.

MISSOURI DIVISION OF CORRECTIONS





The Division of Corrections maintains an open door policy with the press.

In addition to this, a speakers bureau consisting of top Corrections officials has been formed. The members of this bureau travel throughout the state speaking to various civic groups and organizations upon request. The activities of the speakers bureau are supplemented by informational bulletins, pamphlets, slides and films on the Division of Corrections along with regular radio and television programs.

Open houses for the general public were initiated in 1974 and have been held at the seven institutions. The tours are conducted for Missouri residents, both men and women, 18 years of age or older. A question and answer session, led by the superintendent or warden, staff members, and selected inmates, follows each tour. During the past couple of years as many as 1,500 persons have toured the institutions during these open houses.

The Division has also done extensive work

with the news media in recent years. Missouri is one of the states in the nation that maintains an open door policy to the press, allowing them admittance at any time considered normal. In addition, press releases are sent to newspapers throughout the state as well as the wire services correspondents. Television and radio spots have also been prepared informing the public and ex-offenders of the establishment of Service Centers in their area. Also, a documentary film was developed by federal funds to be shown to businesses, civic groups, and government officials throughout the state, for this same purpose.

In addition to coordinating activities to increase public awareness and support, the executive assistant acts as a liaison between the director and the inmate population. This office coordinates inmate grievances and correspondence as well as answering questions from families and friends concerning inmates and corrections in general.

PLANNING

It is the policy of the Division of Corrections to operate through the development and implementation of a strategic plan. This plan is defined so as to guide the Division toward its Mission which is "To improve public safety by returning prior offenders to society as successful and productive citizens." The planning process stresses achievement of results through detailed plans of action.

The planning section of the Division was developed to manage the planning process by establishing the basis for ground rules, formats, procedures, and timetables. Planning activities are coordinated by the chief planner, who assists and works with those contributing to the planning process; reviewing, consolidating, and evaluating all plans submitted to the Division.

The planning section coordinates the different planning groups within the Division including the executive planning group which is composed of the director of Corrections, his execu-

tive assistant, the two assistant directors, the institutional heads, and the chief planner. These top managers bring together the general interests of the Division and act as the guiding and approving authority for the Division of Corrections.

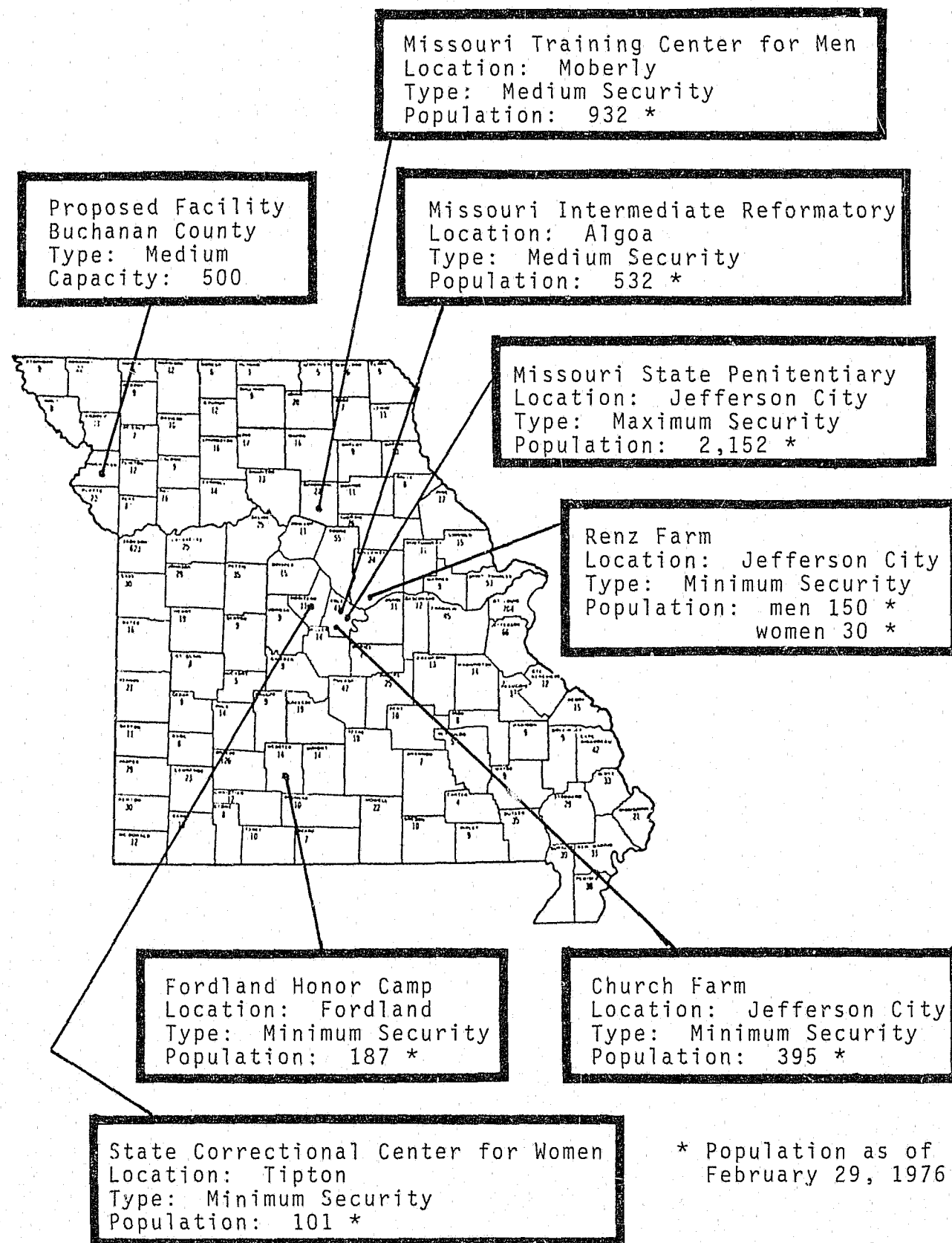
The section planning groups represent the specific interests of their sections and act in an advisory capacity to the executive planning group. These groups are composed of section directors, their respective unit heads, and selected staff personnel.

Institution heads, their respective unit heads, and selected staff work together to form the institutional planning groups. These managers represent the general interests of their particular institutions and act in an advisory capacity to the executive planning group.

The Data Committee, composed of selected managers and staff members throughout the Division, acts as a technical advisory committee to the executive planning group. It analyzes appropriate data for the efficient monitoring, evaluation and updating of the Division Plan.

The executive planning group acts as the leading and approving authority for the Division.





INSTITUTIONS

The Missouri Division of Corrections supervises seven adult correctional facilities, five of which are male, one female and a minimum security facility housing both male and female offenders. The institutions are classified as minimum, medium, and maximum security. Each classification necessitates a different type of institution. Medium and minimum security institutions devote more of their staff resources in such areas as vocational and educational training.

The Division operates with a staff of 1,329, of which 1,169 work in the institutions. The average cost per inmate in 1973-74 was \$8.87 per day. This figure varies with the individual institution as shown in Graph 2. The per capita cost per inmate in the Missouri system is far below the average for similar institutions in many other states, partly because of the fertile farm land and highly supervised, well managed farm programs.

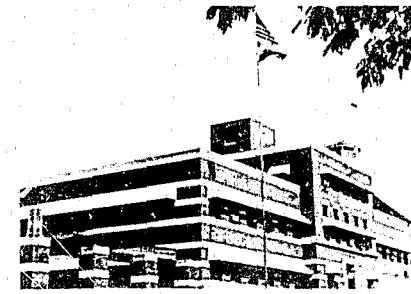
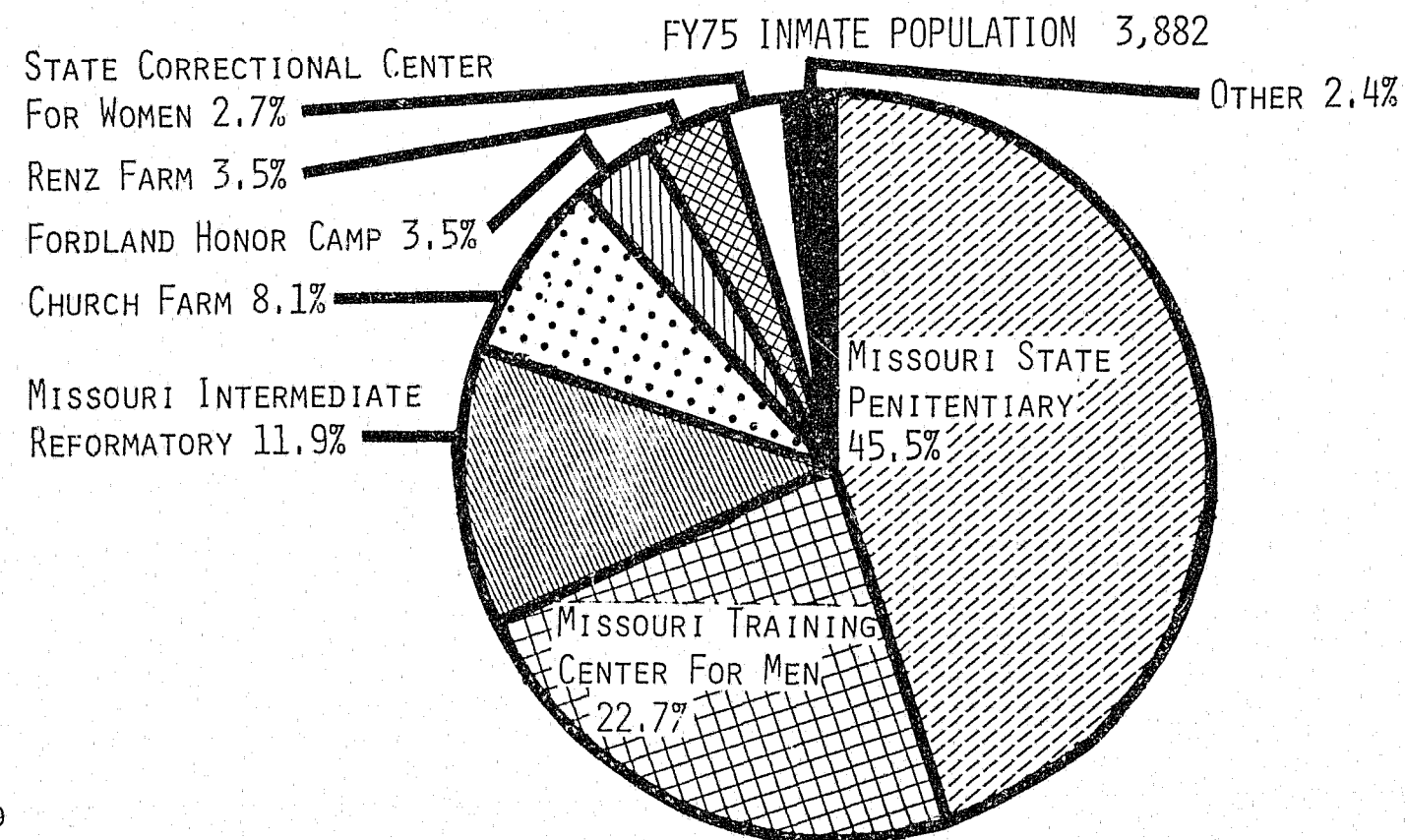
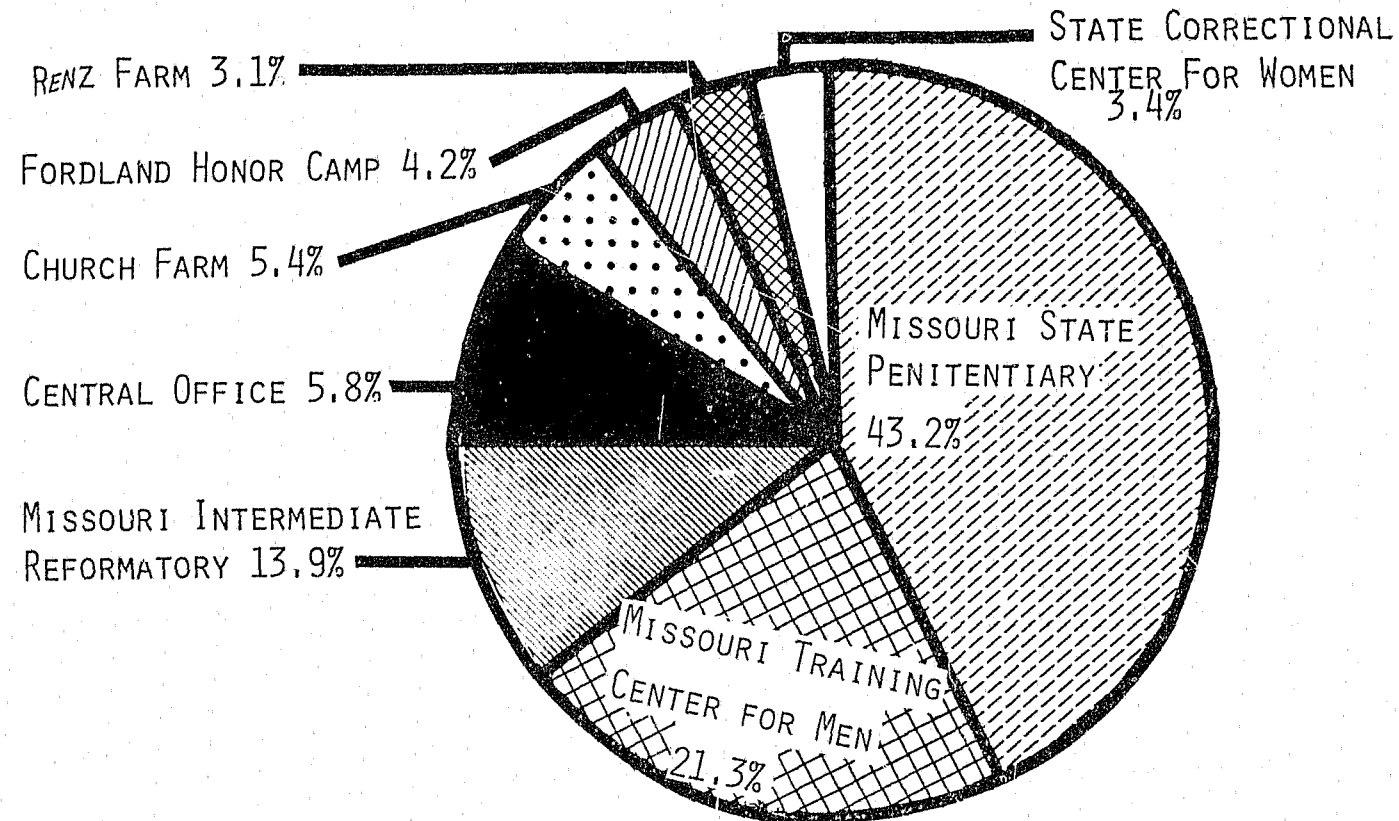
One of the most serious problems facing the institutions within the Division is that of overpopulation. The designed capacity of all the institutions combined is approximately 3,850 inmates. In late 1974 and the first half of 1975, the inmate population exceeded this number by as many as 350. Projection, based on inmate population, over the last several years, indicates that the total inmate population will continue to grow at a yearly rate of 11 per cent. To effectively deal with this problem, plans were developed and funds were appropriated to construct a \$15 million medium security institution. Site selection for this new 500 bed facility began in the latter part of 1975 and continued into the early parts of 1976. The new facility will employ approximately 225 persons and is expected to be located near the St. Joseph and Kansas City area in Buchanan County.



Inside the walls of the Missouri State Penitentiary.

DISTRIBUTION OF

FY76 GENERAL REVENUE \$13,271,899.00

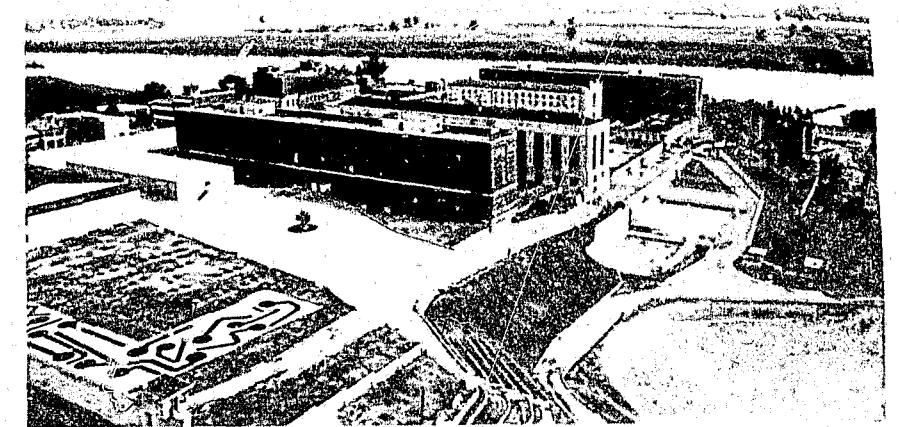


The front entrance to the Penitentiary.

MISSOURI STATE PENITENTIARY

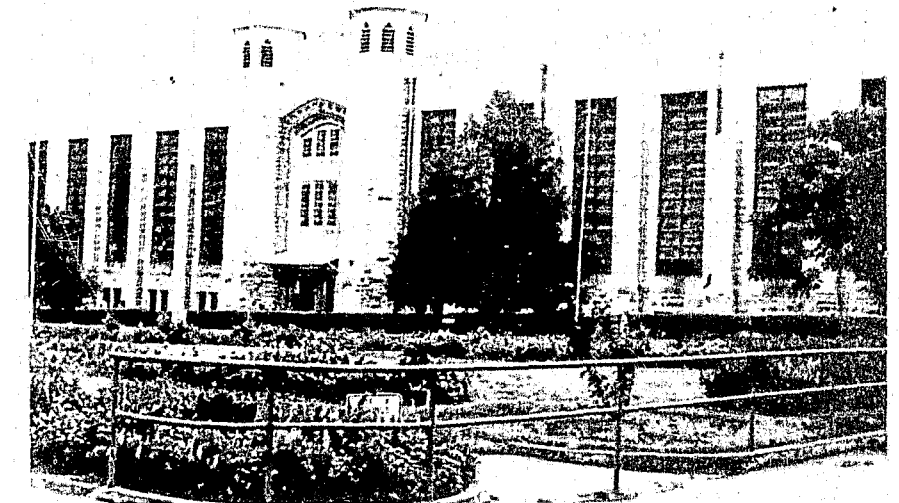
The Penitentiary for Men in Jefferson City is the largest institution in the correctional system. It is located seven blocks east of the State Capitol Building and comprises 47 acres overlooking the Missouri River. Authorized by the General Assembly in 1832, the Penitentiary was the first prison built west of the Mississippi River.

The Penitentiary originally consisted of a few small buildings on a quarter-acre of land when the first inmate was received on March 8, 1836. The average prison population in 1900 was 2,000 and increased to an all time high of 4,773 in 1936. The inmate population lowered to 1,450 in 1965 and rose again to over 2,000 in 1975. The facility houses inmates with sentences ranging from two years to multiple life. About 300 life-term inmates are confined in the Penitentiary and over 500 inmates are serving sentences of 25 years or more.



(Above) An aerial view of the Penitentiary.

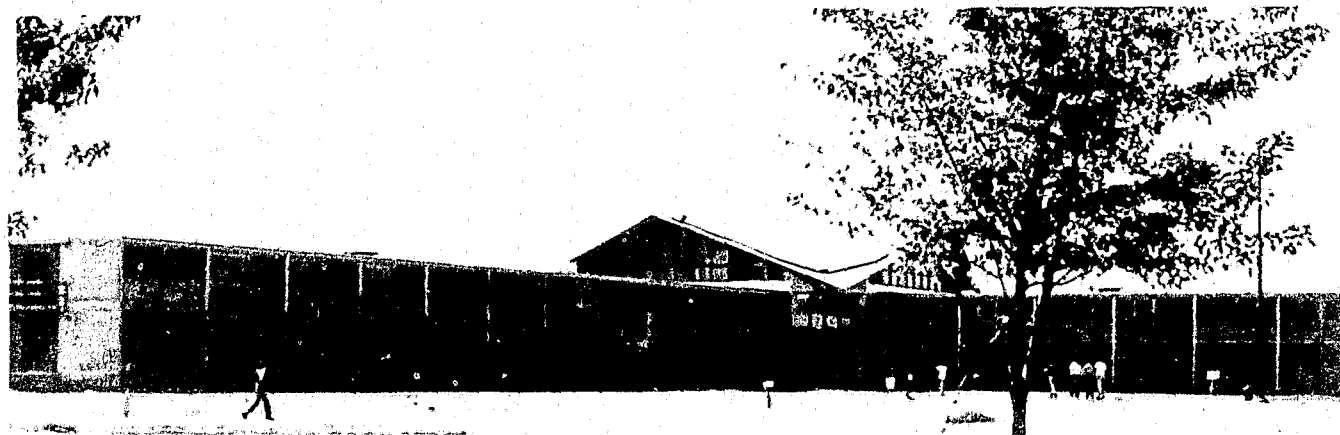
(Below) A large courtyard rests serenely in the center of the Penitentiary.



The total personnel employed at the Penitentiary is approximately 475. Several industries are located in the Penitentiary and provide employment for about 25 per cent of the inmates. There are 247 inmates enrolled in academic education courses and 69 participating in vocational training programs. In addition, many inmates receive vocational training certificates for on-the-job

training. There is ample maintenance work for others since an institution 140 years old requires constant attention. The operation of the heating plant, the food service, vocational and repair shops, and the hospital requires full-time staffing of inmates.

The total appropriation from General Revenue for operation of the Penitentiary for the fiscal year 1975-76 was \$5,725,511.



One of the four dormitories at the Missouri Training Center for Men at Moberly.

MISSOURI TRAINING CENTER FOR MEN

This medium security facility put into operation in January, 1963, at Moberly, has a present capacity of 975 men. Construction was completed on the third housing unit in 1969, and is now occupied to full capacity. This is a modern designed institution, containing eighty-two acres within the security perimeter. The Training Center is surrounded by two fences with five towers. The housing units are of St. Andrew's Cross design with four wings to each unit, housing about seventy-six men each in single rooms with communal shower and toilet facilities. Each inmate carries a key to his room for security and safety measures.

About 35 per cent of the men are assigned to Moberly following six weeks in the Reception and Diagnostic Center. The institution does not ordinarily receive individuals with long sentences until they have been observed at the Penitentiary for a considerable length of time.

A roomy, modern school building, including a library, is near the center of the compound across from the all-purpose chapel. The kitchen and dining room, designed to accommodate a capacity of 900, are modern in every respect. The athletic, recreation, and leisure-time area is adequate for a variety of sports and one of the finest gymnasiums in any institution has been provided. The industrial area contains a metal plant, a large commercial laundry, and a modern print shop.

A full-time college program was initiated in August, 1972, with the assistance of the Moberly

Area Junior College. Sixteen inmates received associate of arts degrees this past graduation exercise.

The productive work program, the vocational training shops, and the academic school with its related music, arts and crafts, provide training, not only in work habits but for development of academic and cultural skills offering valuable assets to the individual when he returns to the community.

The total appropriation from General Revenue for operation of the Training Center for the fiscal year 1975-76 was \$2,817,625.

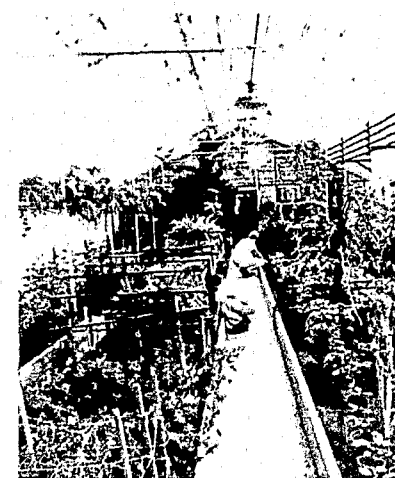


The chapel at Moberly.

MISSOURI INTERMEDIATE REFORMATORY

The Missouri Intermediate Reformatory for youngmen at Algoa, constructed in 1932, is located eight miles east of Jefferson City overlooking the Missouri River. The average population is 500 men within the age range of 17 to 25, with very few of the men over 22. The institution consists of a large administration building at one end of a rectangle with the food service and school area at the opposite end and ten cottages with five on each side forming a large campus type courtyard in the center. The reformatory has a good gymnasium but with limited outside athletic fields.

The majority of young men confined at the Reformatory are first time offenders and are serving relatively short sentences of two or three years. Many of the inmates are released on parole.



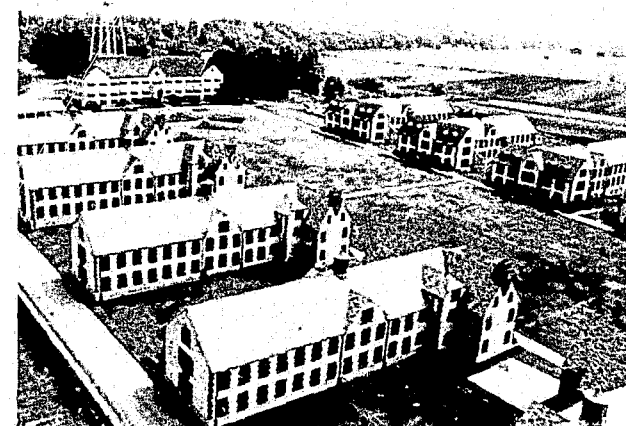
Algoa maintains a large green house.

Special emphasis is placed on their educational training, as well as counseling in personal attitudes. While a majority of the young men attend school or vocational training classes, others go to school half-days and work half-days. College classes are available in the evenings for those who

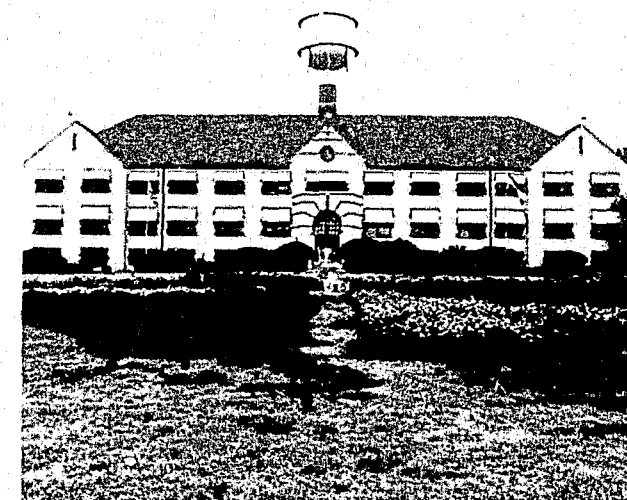
have completed high school. Each year approximately 12 young men are selected to attend Linn Technical School at Linn, Missouri.

This institution has implemented many innovative programs. The Osage Expedition began in October, 1975, as a take off from the national Outward Bound Program. This program works with inmates three weeks prior to their release. The inmates are taken away from the Reformatory at this time and placed in the wilderness to utilize, under supervision and guidance, survival tactics. Osage Expedition is planned to instill a better self-image and build self-confidence. Once the men have left the institution to partake in this program, they do not return to the institution.

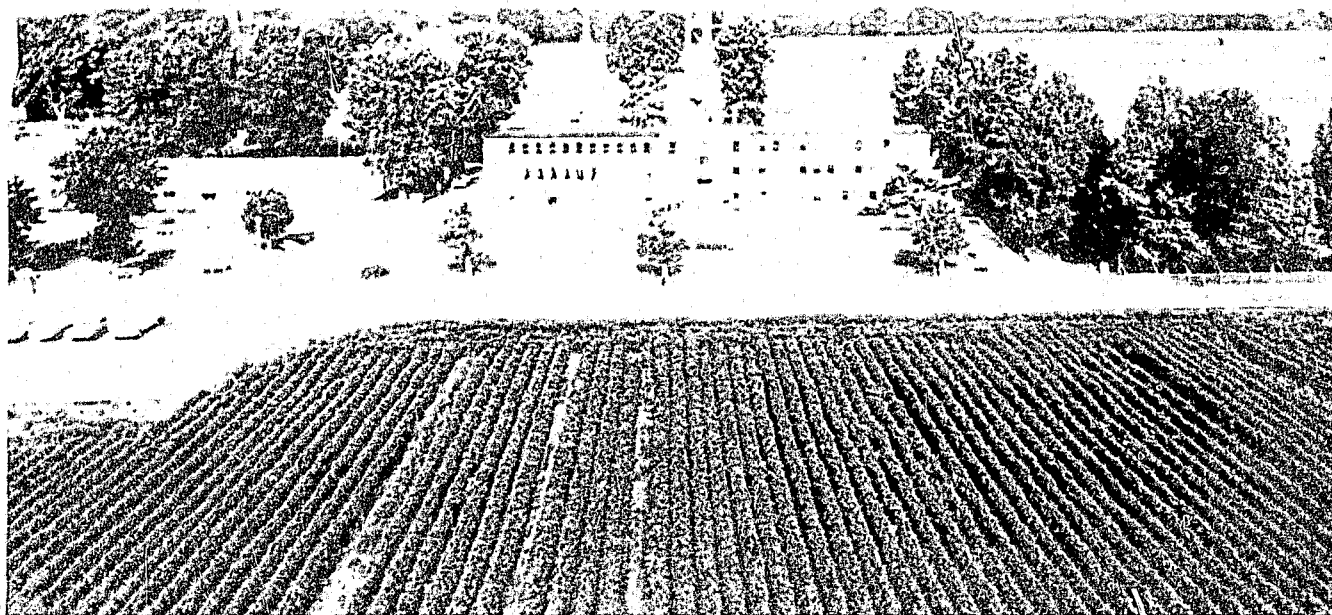
The total appropriation from General Revenue for operation of the Reformatory for the fiscal year 1975-76 was \$1,842,767.



An aerial view of the Missouri Intermediate Reformatory for Men at Algoa.



The administration building faces into the courtyard at Algoa.



Aerial view of the large farm operation at Renz.

RENZ FARM FACILITY

This minimum security co-correctional institution, located two miles northwest of Jefferson City in Callaway County, was put into operation in 1937.

Originally, this institution operated as a satellite of the Missouri State Penitentiary for Men and its primary purpose was to provide fresh vegetables, pork, and poultry products for the Division of Corrections.

On July 1, 1974, Renz Farm became a separate institution, no longer a satellite of the Penitentiary and on September 19, 1975, 30 women were transferred there making it the first co-cor-

rectional facility in the state's history.

The women were transferred to the Renz Facility because of the severe overcrowding at the only female institution at Tipton. The women at Renz are housed in a building separated from the main building housing the male population there. The men and women attend classes and eat at the same facilities; however, a strictly enforced no-contact rule was implemented at the outset of the program.

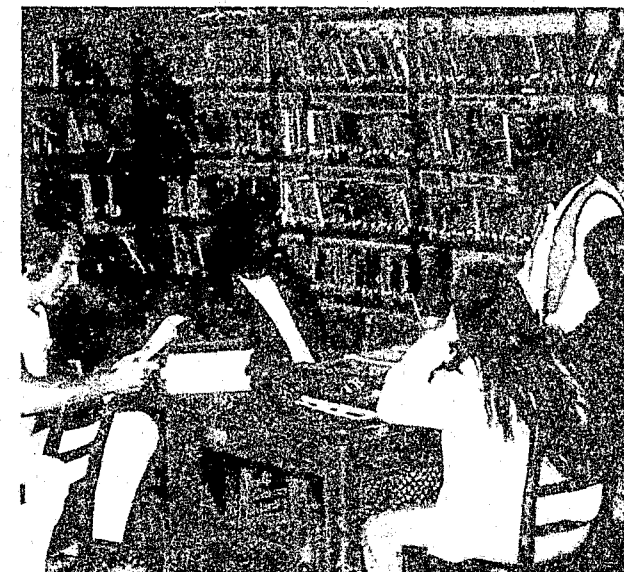
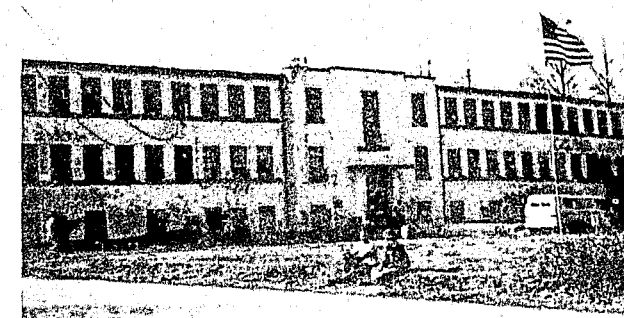
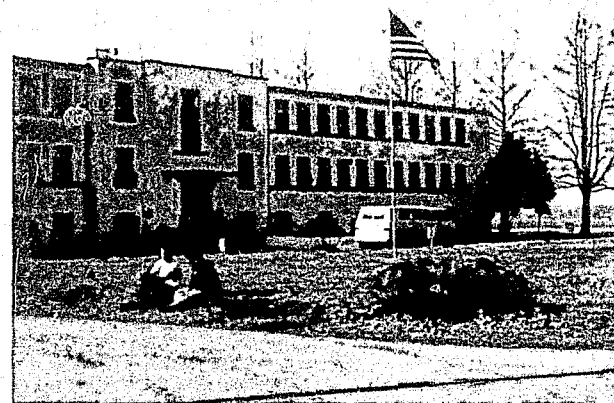
The Renz Facility's mission is "To provide a service to the community by providing a diversified climate in which the inmate may learn new behaviors." Major emphasis has been placed on the de-

velopment of a professional staff by providing training and educational programs and also the encouragement of a humanistic approach to corrections.

The minimum security facility offers the inmate an educational program, both academic and vocational, a community work release program, a pre-release program, job placement, a variety of psychological programs, sports activities and a college release program. In addition to this, training in horticulture through the farm program is also offered.

The total appropriation from General Revenue for operation of Renz Farm for the fiscal year 1975-76 was \$412,717.

MISSOURI
RENZ FARM
DEPARTMENT OF CORRECTIONS



CHURCH FARM FACILITY

The Church Farm Facility became an independent institution within the Division of Corrections on July 1, 1975.

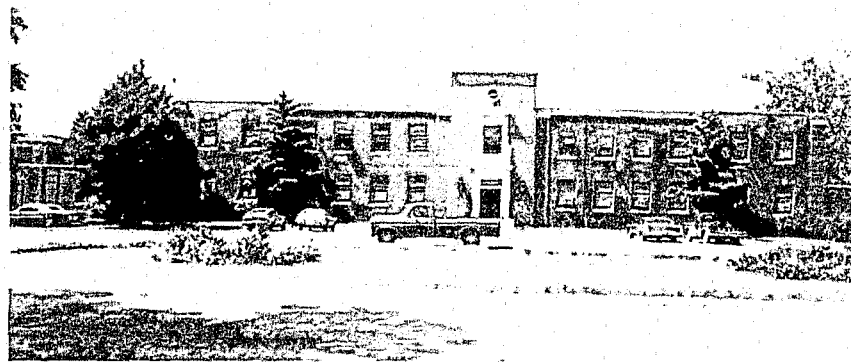
This minimum security facility is the largest agriculturally oriented institution within the Division consisting of over 2,400 acres. It is located approximately ten miles northwest of Jefferson City along the Missouri River fertile bottom land.

Operations there include extensive row crop farming with hay, corn, milo, maize, and a few field crops such as tomatoes, watermelons, and potatoes. A swine herd of about 600 is maintained and a large registered Holstein milking herd of about 273 cows provides milk for inmates of the Division of Corrections.

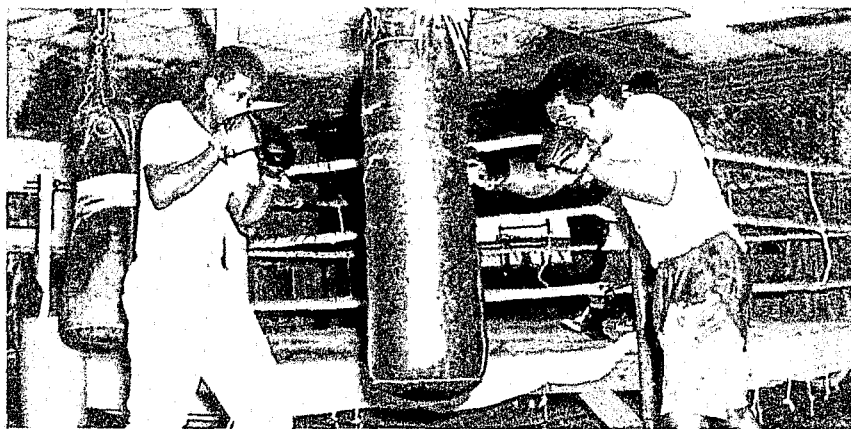
Approximately 400 men are quartered at Church Farm and are engaged in farming and dairy production, education, and vocational on-the-job training in areas of food service, maintenance, farming, dairy operations, and farm machinery equipment repair.

There are four two-story living units housing approximately 100 men in each unit in an open dormitory setting. The main kitchen and dining room are a combined unit with the institutional gymnasium on the second floor of this area.

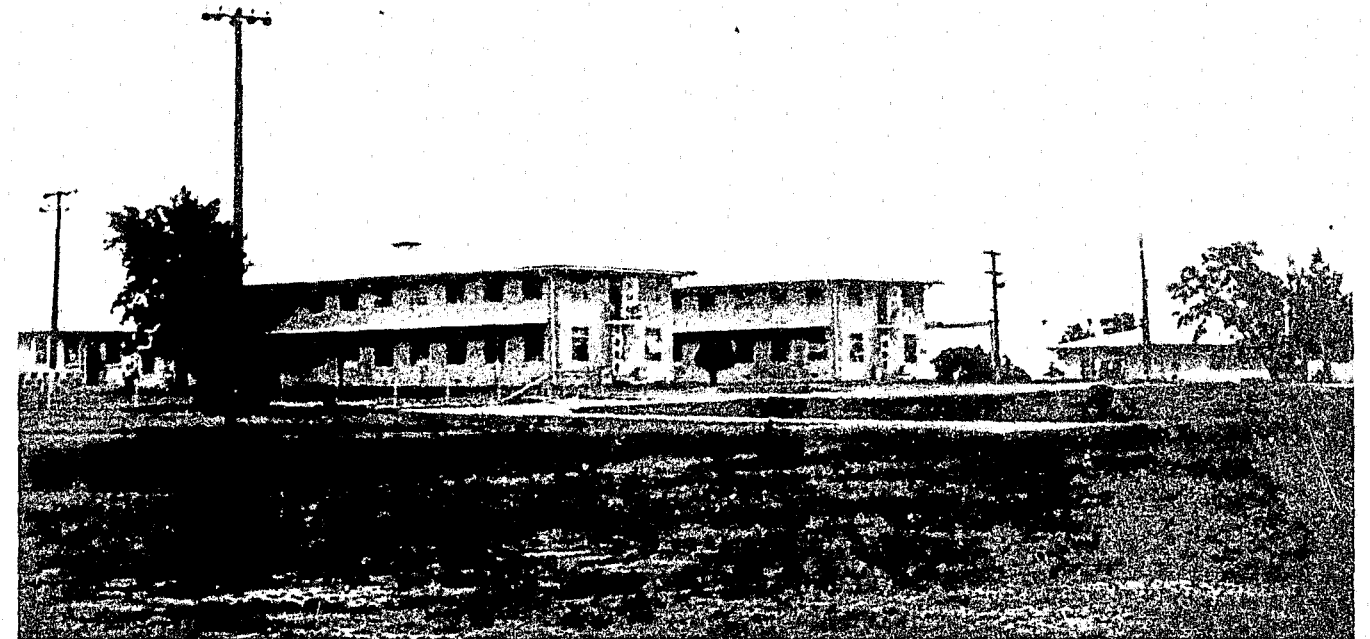
The total appropriation from General Revenue for operation of Church Farm for the fiscal year 1975-76 was \$707,314.



The front entrance to the Church Farm Facility, the largest agriculturally oriented institution in the Division.



Inmates are encouraged to participate in recreational activities in their spare time. (Below) The dairy operation provides milk for all of the correctional institutions in the Division.



Dormitories at the Fordland Honor Camp, a minimum security institution.

FORDLAND HONOR CAMP

The Fordland Honor Camp was established in 1961 in buildings on a site originally constructed for an Air Force Radar Base. The camp is located twenty-five miles southeast of Springfield, Missouri, in Webster County. It has a current capacity of 168 inmates. Direct commitments are not made to the camp, as all inmates are transferred there from other state correctional institutions.

Aside from the relatively minor restrictions imposed on inmates in this population, healthful and productive work programs, as well as organized vocational training classes, occupy the men most of the time. There is special emphasis on specific vocational classwork with related training.

Inmate crews are assigned to work with the State Conservation Commission and the State Park Board in clearing state-owned lands, doing reforestation work, constructing fire trails and park fixtures, and general improvement and enhancement of the countryside. Subcamps are established from time to time and the inmates are driven by bus to the sites as far as fifty miles away where they remain Monday through Friday under supervision. The camp also operates a community work release program whereby men are carefully screened and placed on jobs within surrounding communities.

The total appropriation from General Revenue for operation of the Fordland Honor Camp for the fiscal year 1975-76 was \$555,816.



Many of the inmates enjoy art in their recreational hours.

STATE CORRECTIONAL CENTER FOR WOMEN

The women's correctional facility was modernized and re-located in Tipton, Missouri, in February, 1960. The housing consists of single and multiple rooms for 90 women. The average population in 1975 was approximately 120, an increase of approximately 60 per cent over 1974. However in September, 1975, approximately 30 of the minimum security women there were transferred to the Renz Farm Facility because of severe overcrowding conditions and an occurrence of violence at the institution. Sentences vary from two years to natural life with about 35 per cent of the sentences being for robbery, murder, and other serious offenses. The ages of the women range from 16 to



Front entrance to Tipton.

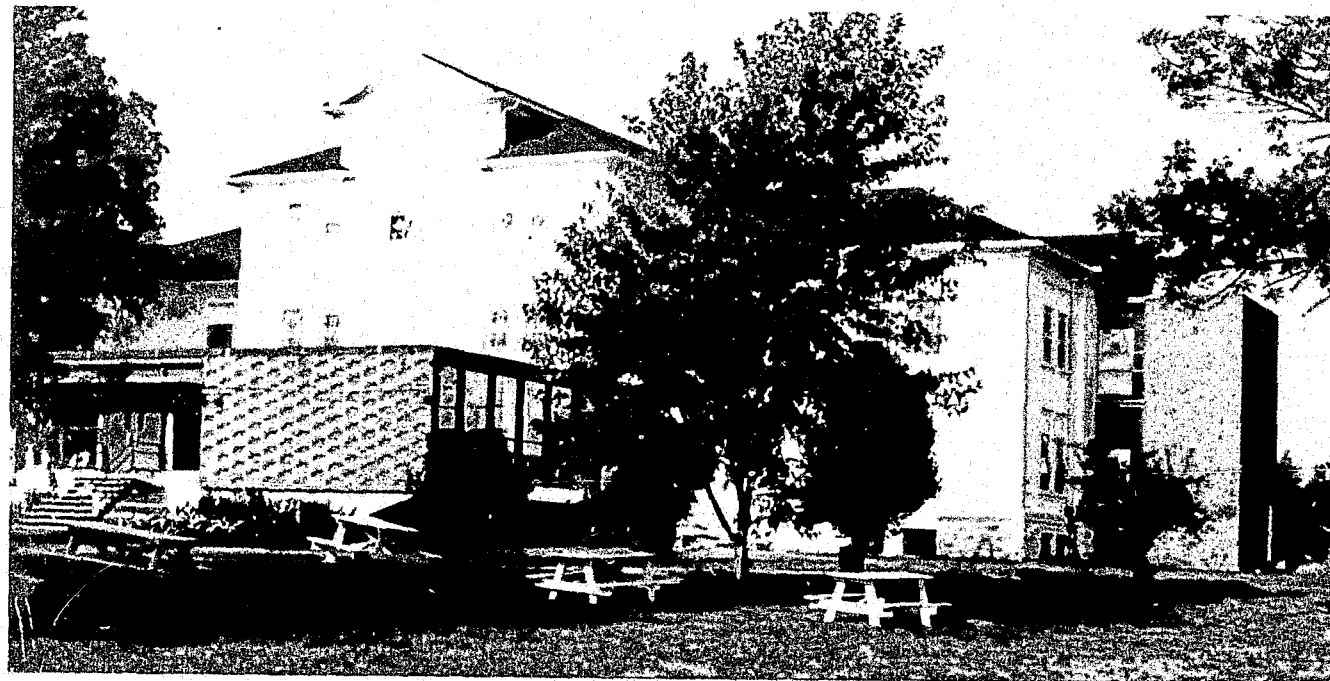
62 years of age. The buildings are old but newly redecorated on the exterior. Space is limited for current programming.

The education and training programs at Tipton include a

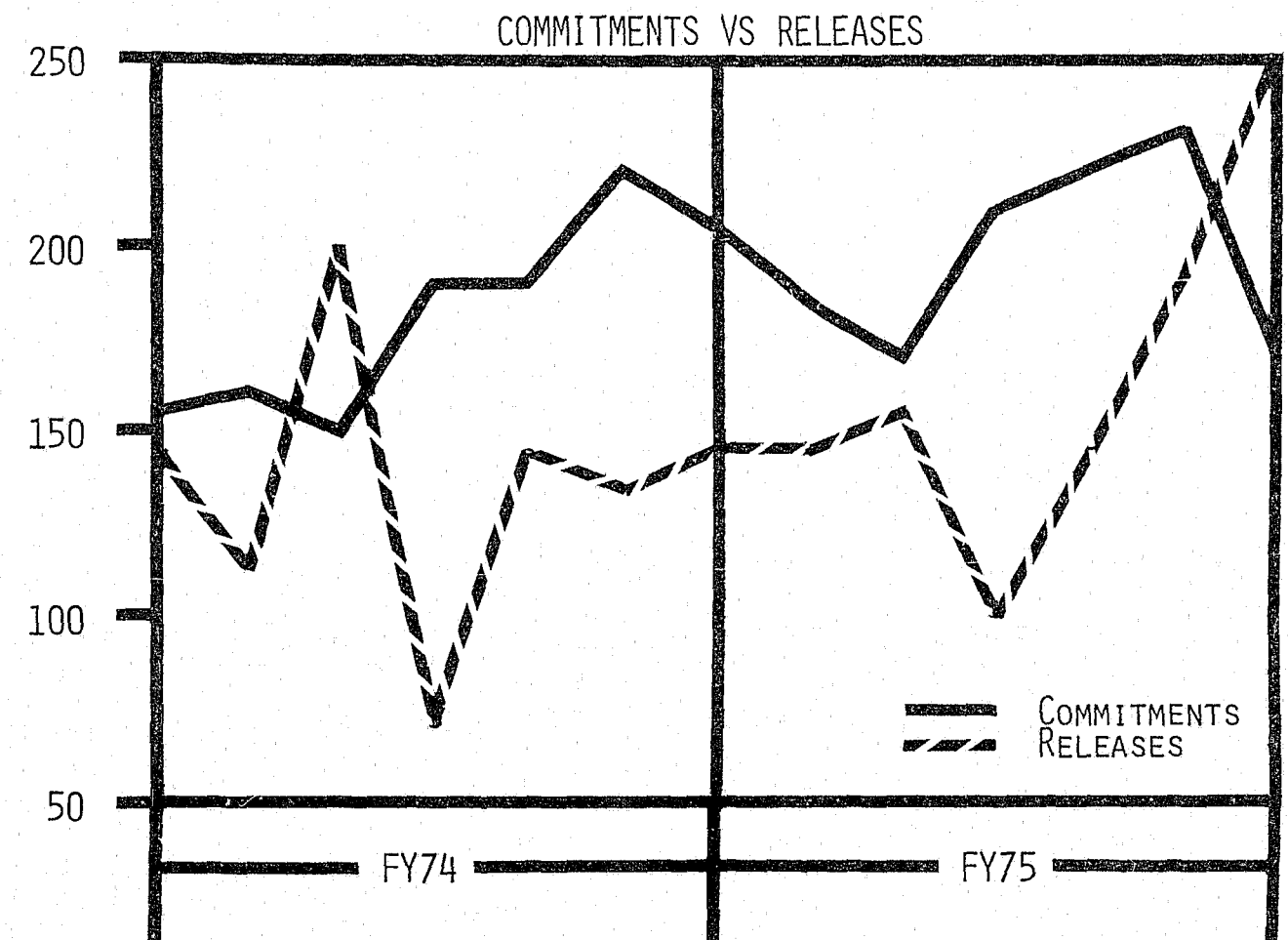
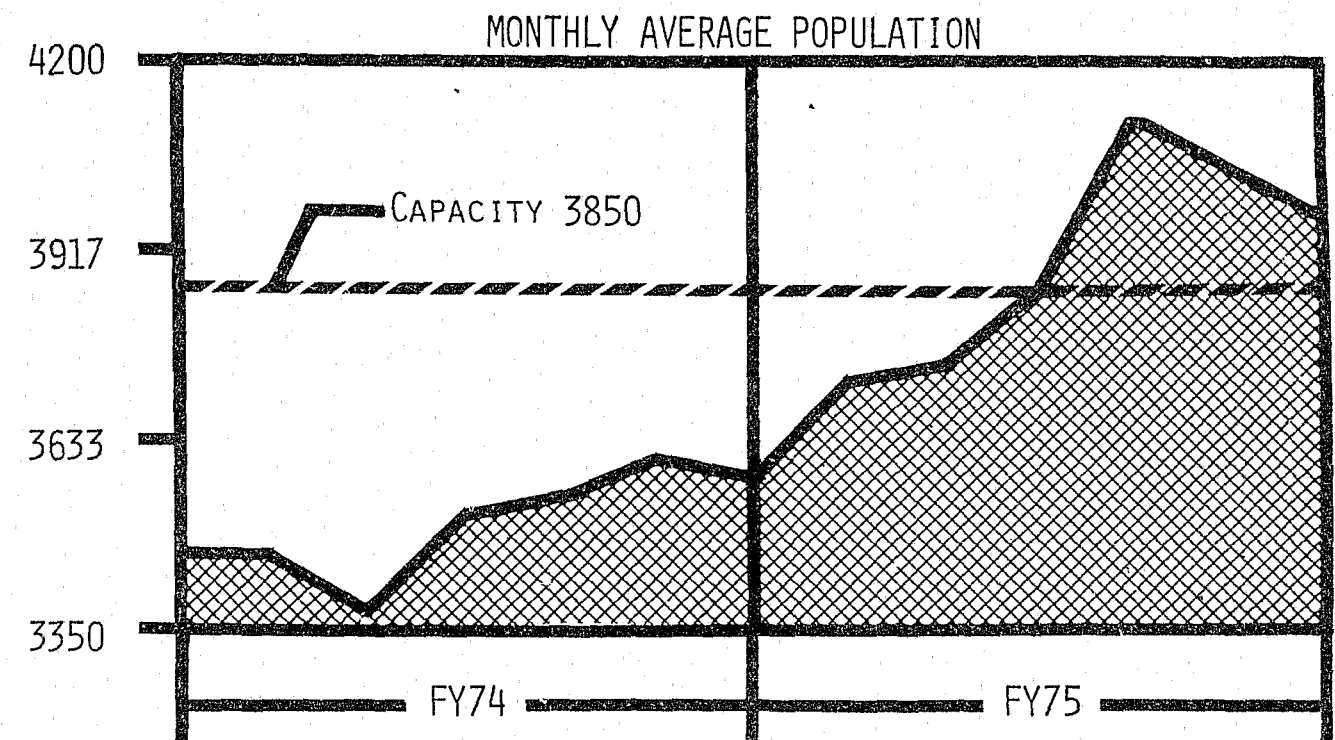
professionally supervised cosmetology course and a business course. Additional training at the elementary and high school levels is also available. Advanced educational training is available at State Fair Community College in Sedalia.

Visiting with relatives is more relaxed at the women's facility. In the summer months, there is a broad range of recreational pursuits including softball, and other outdoor sports. However, winter activities are more restricted to indoors, consisting of sewing, reading, watching television, and occasional shows with inmate talent.

The total appropriation from the General Revenue for operation of the State Correctional Center for Women for the fiscal year 1975-76 was \$451,300.

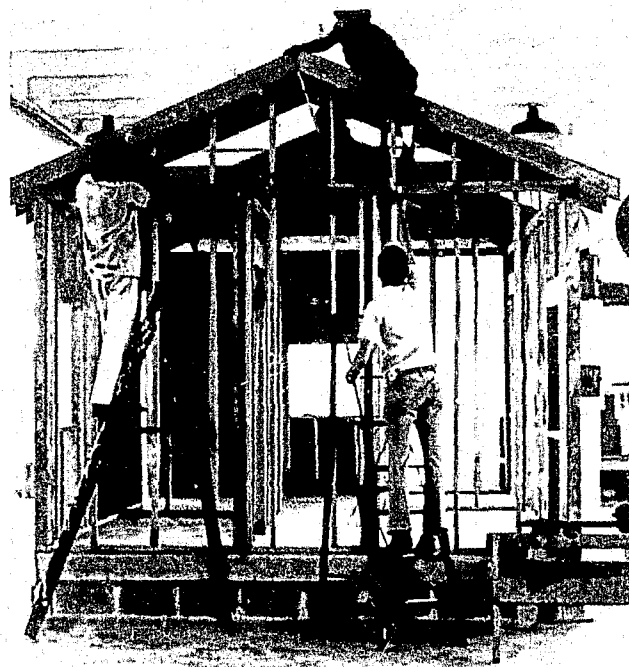


Sentences at the State Correctional Center for Women vary from two years to natural life.



PROGRAM SERVICES

The director of Program Services serves as an assistant director of the Division of Corrections responsible for program development and evaluation of services for inmates in the seven institutions. Program Services is divided into six units accountable for classification and assignment, custody, inmate education and vocational training, industry, community services and data processing. All activities in these areas centralized at the Division level and the unit directors are responsible for policy development and liaison activities with all other state agencies.



Vocational training at Algoa.



A counseling group at the Penitentiary.



College classroom at Moberly.

CLASSIFICATION AND ASSIGNMENT

This unit has the general supervision of the classification, assignment, and treatment of all male inmates committed to the Division. Services provided by the Classification and Assignment Unit are the Receiving Unit, the Diagnostic Center, and the Central Records Office.

The Receiving Unit admits each inmate committed to the Division from the 114 counties of the state and the city of St. Louis. Here, inmates are showered, issued clothing, fingerprinted and photographed before being moved to the Diagnostic Center.

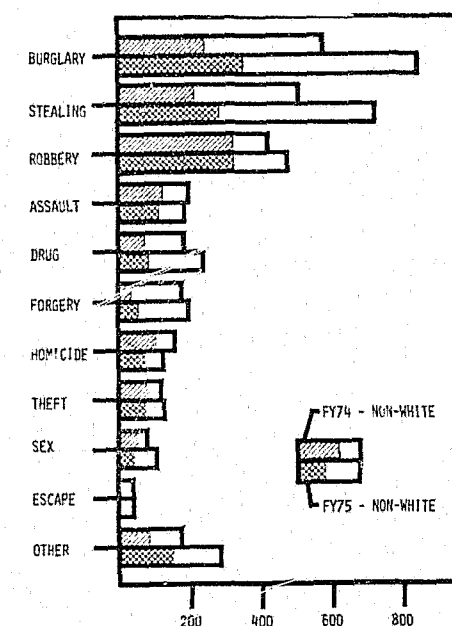
At the Diagnostic Center, located in the Missouri State Penitentiary, a comprehensive report is prepared covering the incoming inmate's entire past history. Intelligence tests are administered to gain further know-

ledge into the inmate's background. The inmate remains in the Diagnostic Center from four to six weeks, after which the director of the Classification and Assignment Unit assigns each inmate to one of the six institutions in the Division. He also makes recommendations as to the inmate's personalized plan. The personalized plan is basically an agreement whereby the inmate will achieve certain goals during a specific period of time. This plan is very closely coordinated with the Parole Board in order to release the inmate at the most appropriate time in his development.

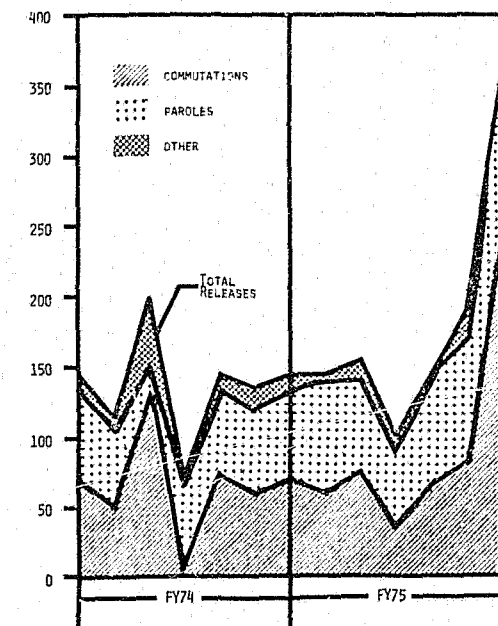
The Central Records Office receives each new inmate brought by the sheriff, examines the Sentence and Judgement papers, assigns an individual number to the inmate, and calculates the release date. This section is also responsible for sending out questionnaires to family mem-

bers, schools, mental hospitals and other state and federal institutions to obtain verified information on the inmates received as well as maintaining all permanent records on inmates in the Division.

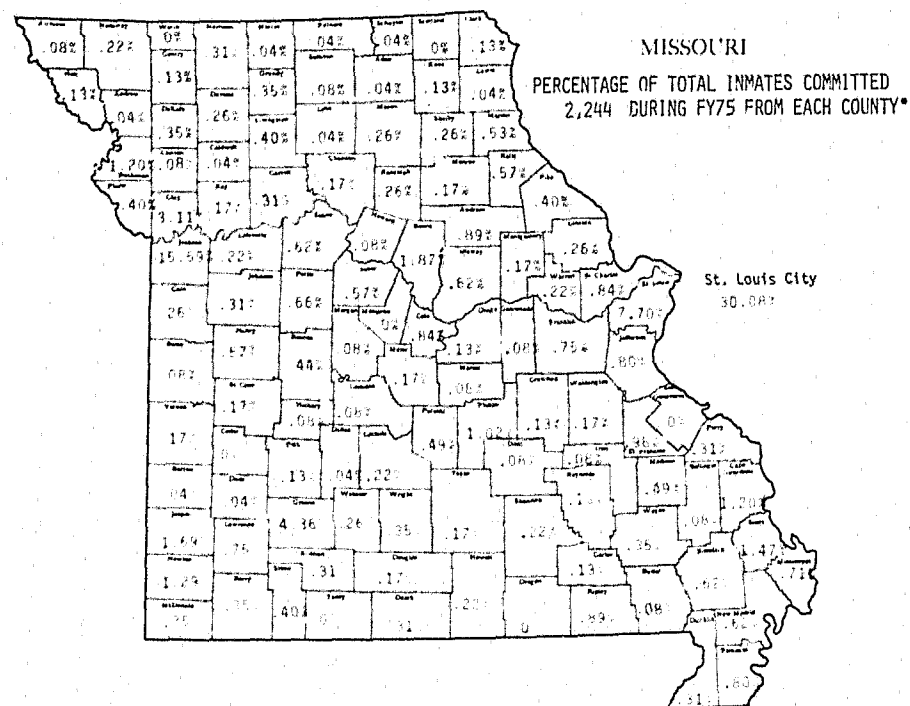
The workload of the Classification and Assignment Unit has increased immensely with the increasing number of commitments. During the first five months of 1974, 761 court commitments and 105 parole violators and halfway house returns were received by the unit for a total of 866 inmates, an average of 173 inmates received per month. During the first five months of 1975, 1,006 court commitments plus 105 parole violators and halfway house returns were received for a total of 1,111, an average of 222 inmates per month. This represents an increase of about 50 additional inmate commitments each month in 1975.



1975 Commitments by Offense.



Releases.



PROFILE OF INMATES COMMITTED

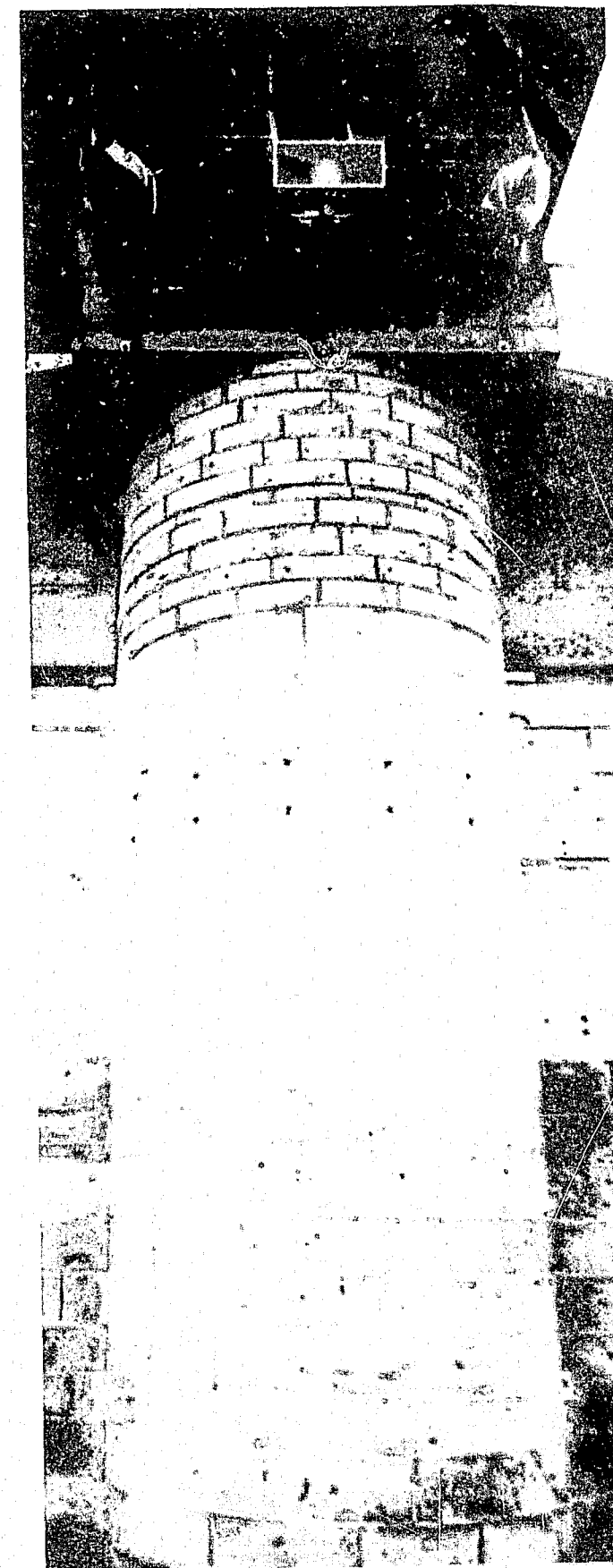
FY74	FY75	
53%	57%	WHITE
26	25	AVERAGE AGE
63%	66%	BETWEEN 15 AND 25 YEARS OF AGE
53%	56%	SINGLE
26%	26%	MARRIED
69%	67%	NATIVE MISSOURIAN
55%	54%	RECEIVED FROM:
		JACKSON COUNTY
		ST. LOUIS COUNTY
		ST. LOUIS CITY
28%	29%	SOME MILITARY SERVICE
7.6	7.6	MEDIAN GRADE ACHIEVEMENT
99.4	99.4	MEDIAN REVISED BETA I.Q.
73%	75%	SENTENCES OF 5 YEARS OR LESS
15%	15%	SENTENCES BETWEEN 5 AND 10 YEARS
12%	10%	SENTENCES OF LONGER THAN 10 YEARS
1,712	2,135	TOTAL INMATES COMMITTED



CUSTODY AND SECURITY

One of the complex problems in an institutional setting, where multiple institutions are involved, is defining conduct violations. It is necessary that behavior constituting a violation be known and understood by all persons involved and to this end, a set of Division wide conduct violation rules has been developed. These booklets have been issued to each inmate and all staff to assure uniform application of the rules and equitable treatment of inmates at all institutions.

In a correctional institution, there is always the possibility of escape, both attempted and successful. Therefore, a form has been developed that will reflect all necessary information about escapes. When evaluated this information will be used to help determine the origin of the escape and to aid in prevention of further escapes.



One of many guard towers at the Penitentiary.

INMATE EDUCATIONAL AND VOCATIONAL TRAINING

Increased emphasis has been placed upon preparing the inmate to become a successful and productive citizen upon his release. Education plays a major role in achieving this objective. The total academic enrollment for the institutions is nearly 4,100. This involves educational programs ranging from special education classes to college level courses.

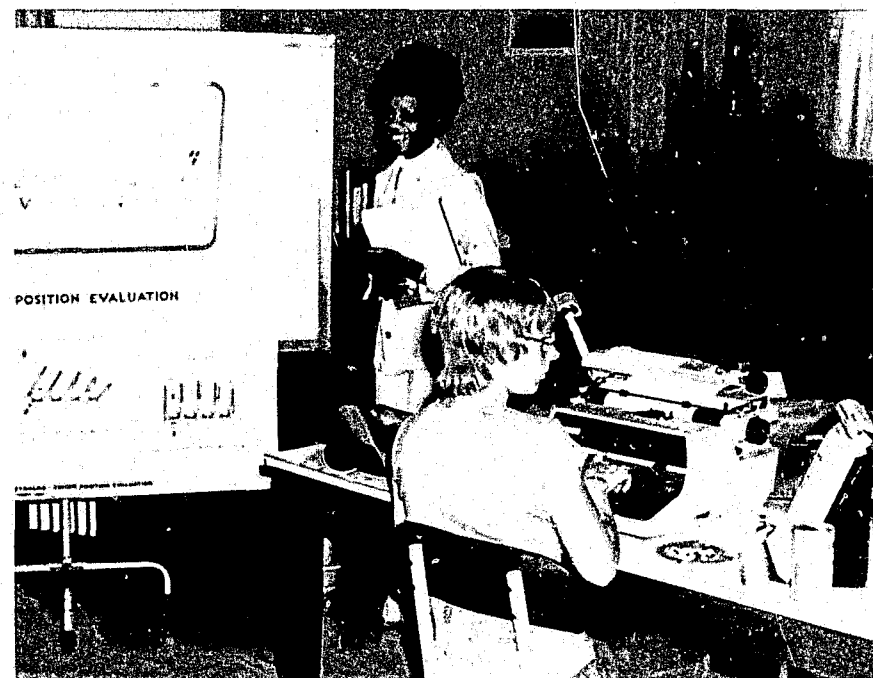
The functionally illiterate comprise approximately 18 per cent of the total inmate population. For these inmates, a tutorial program in reading has been implemented at the Missouri State Penitentiary and is being expanded to the other institutions. This program utilizes inmate tutors who instruct the men in beginning reading. A program in elementary sciences is also taught by inmate tutors.

The Division of Corrections is continuing to place emphasis on higher education programs. There is an average of 280 students in the G.E.D. (General Education Development) program, with 172 earning their high school equivalency certificate in 1975. College level classes

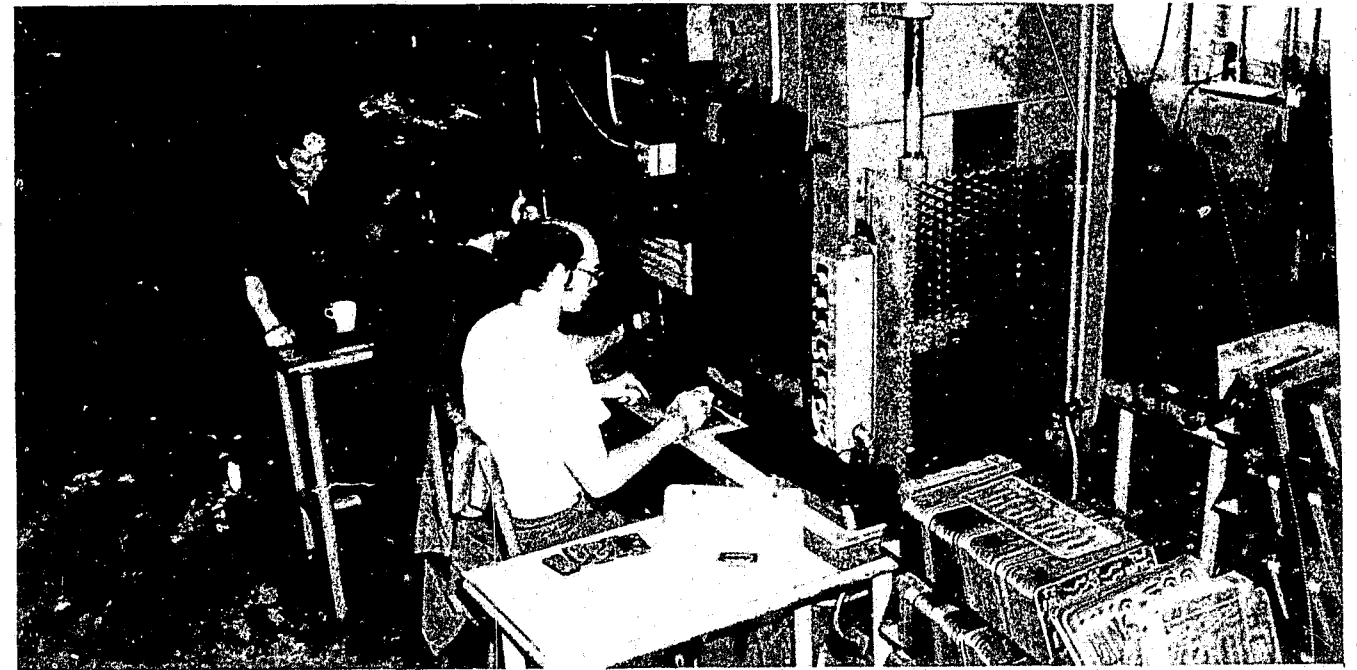
are taught at the Missouri State Penitentiary and the Missouri Intermediate Reformatory for Men through a sub-contract of the University of Missouri-Rolla and Lincoln University in Jefferson City. College classes are also offered at the Missouri Training Center for Men under a contract with the University of Missouri-Rolla and Moberly Area Junior College. In addition, there are 15 women from the State Correctional Center for Women in Tipton attending classes at the State Fair Junior College in Sedalia. Since the Division's college program began in the fall of 1969, 35 inmates have received Associate of Arts degrees and 10 have received Bachelor of Arts degrees.

In addition to the Division's educational programs, vocational

training is offered to interested inmates. The vocational program expanded in January, 1974, with the addition of 13 instructors under the Comprehensive Employment and Training Act of 1973 (CETA). The purpose of this act was to assure opportunities for employment to the unemployed and underemployed persons through job training. Instructors under the CETA program are federally funded and certified by the state. This program supplied the resources to instruct an additional 188 inmates in the area of vocational training. Approximately 350 inmates are usually enrolled in vocational training at any given time. Instruction is given in such courses as auto mechanics, body and fender repair, electronics, and cosmetology.



A secretarial class at the State Correctional Center for Women.



The metal plant at the Missouri Training Center for Men.

INDUSTRY

Prison Industries employ an average of 750 inmates annually. These industries, which provide meaningful training for the inmates in addition to being a profitable enterprise, are located at the Missouri State Penitentiary and the Missouri Training Center for Men at Moberly.

Inmates employed by the prison industries are paid on an hourly schedule based upon four working levels. These four levels include salaries ranging from \$20 to \$50 per month. These wages vary according to the work performed by the inmates and the working level attained. Scheduling

has been based upon a work incentive program comparable to that of a real work environment which exists in society.

The Missouri State Penitentiary Industries operate clothing, cleaning, wood furniture, shoe, glove, metal products, soap and detergent factories, in addition to supervising the outside warehouse providing trucking services to state customers. Approximately 500 inmates are employed within the prison industries at the Penitentiary. The program has been designed so that an inmate may attend school for one-half day and be involved in vocational industries training the other half.

The Missouri Training Center for Men at Moberly has approximately 250 inmates employed in such programs as a print shop, a book repair shop, a metal plant, and a laundry which does work

for the University of Missouri at Columbia and its Medical Center. The Moberly Industries are currently building and installing equipment for a darkroom for photographic work.

In April, 1975, the Industrial Advisory Board for Prison Industries was established. This Board consists of representatives of several large industries in the state, union representatives, government officials, and two representatives from the Division of Corrections. The Board counsels the director of Prison Industries on the planning and implementation of long range programs for prison industries within the institutions. These programs are designed for the training and employment of inmates in jobs which will give them practicable experience, to aid them in finding gainful employment upon their release.

The six field Service Center offices are located in Kansas City, Springfield, Columbia, Cape Girardeau, and two in St. Louis. Services provided by the centers include job development, locating housing, providing emergency services and counseling. Counseling and other work is also done with families of inmates. In addition to these services each center runs local educational programs about Corrections. During 1975, the Service Centers worked with and provided assistance to approximately nine hundred ex-offenders.

Other Service Center staff work at the seven institutions to facilitate volunteer programs, referrals of inmates to the Service Centers and inmate special activities. Community Services is constantly developing programs of public information and education in Corrections. The Unit also monitors programs, such as, institutional and halfway house work release, institution and community study release, pre-release and inmate furloughs. Finally, the coordination of the interstate transfer of inmate to and from other state correctional systems is assigned to Community Services.

Service Center staff are assisted in their work through the help of volunteers. Approximately 250 volunteers, coordinated through Community Services, work out of the Service Centers and institutions. Conservative estimates are that during 1975, volunteer services would have cost the Division some \$68,000 had they been provided by paid staff.

The Citizens Review Committee, composed of citizens outside the Division of Corrections, was established in January of 1975 and serves to link the community with Corrections in Missouri and act as a liaison between the inmates and correctional administrators. The director of the Division of Corrections appoints the nine members of the Citizens Review Committee to evaluate individual inmate grievances when referred to them by the Division. A grievance is defined as any complaint by an inmate that has not been resolved through the appropriate administrative process within an institution. This committee serves not only to review grievances but also to increase public involvement and understanding of Corrections. The Citizens Review Committee also has conducted surveys and questionnaires at various institutions in order to make evaluations.

In May of 1975, with the assistance of the Community Services Unit, the Missouri Ex-Offender Association was recognized by the Secretary of State as a non-profit corporation and chartered under the laws of the state. Plans have been made to undertake a major membership drive.

Statistics as of June 1, 1975, kept by the Community Services Unit, show that institutional work release programs grew from 78 to 85 inmates during 1975 despite the recessive economy. As of July 1, 1974, there were 61 inmates in private halfway houses on work release. By June 1, 1975,

the number had grown to 83. It should be noted that the halfway house population has a turnover every 4½ months. Inmates in the on-campus education release program at the University of Missouri-Rolla remained at nine during 1975. The number of inmate students participating in the education release program increased from 6 to 23 in 1975 on a daily basis. Programs such as these help to orientate the inmates to society and prepare him for his final release.

The Missouri Division of Corrections was granted the authority to issue furloughs, or temporary unescorted leaves, to inmates committed to the custody of the Division in November of 1972. The purposes of granting furloughs according to the Missouri law are as follows:

- (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.
- From 1972 through January, 1976 the Division granted well over 2,000 furloughs. Of these, only 37 ended in failure. Therefore, as these figures indicate, Missouri has attained a success rate of over 98 per cent, one of the highest success rates for furloughs in the country.

Missouri is one of twenty-two states which has enacted the Interstate Corrections Compact. These agreements permit the Division of Corrections to exchange inmates on a one-for-one basis with other states. Agreements are currently

in effect with Kentucky, Arizona, Kansas, and Iowa. Negotiations for contracts with Arkansas, Colorado, Nebraska, and Indiana are nearing completion. While the compact may be used to move inmate closer to their home or to give them the benefit of special training or treatment not available in their original state, the vast majority of the transfers involve inmates whose lives are in serious danger if they remain in the "home" system. It should be noted that all transfers in and out of Missouri are made on a purely voluntary basis by the inmates involved. The average number of Missouri inmates in other states remained at 20 during 1975.

DATA PROCESSING

The Data Processing Unit was formed in October of 1974. The unit is divided into two categories, the inmate system and the personnel system. The inmate system classifies furloughs, housing and work assignments, custody status, and conduct violations. This information enables the institution heads to more effectively perform their function as well as freeing personnel from the completion of routine reports. Development of a comprehensive personnel system is also underway. Plans are to expand this unit, so as to supply a completely computerized data base for the Division.

In addition to the classification systems, the Data Processing Unit researches specific areas of concern to the Division. In July of 1975, this unit completed the first known survey on recidivism, or the percentage of inmates returned to prison after their release from the Missouri Division of Corrections. This survey indicated that 79 per cent of the inmates released from the Division in 1972 had not yet been returned to prison by the summer of 1975. It further showed that 87 per cent of those released in 1973 and 98 per cent of the inmates released in 1974 had also not been returned to the Division of Corrections by 1975. Through research such as this, the Division is provided with a valuable tool for evaluating the programs and policies of Corrections.

COMMUNITY SERVICES

The Community Services Unit came into existence July 1, 1974, and has grown steadily ever since. Through six field offices, called Service Centers, it offers aftercare services to ex-offenders, especially those who are without the benefit of parole assistance. This unit also assists and monitors the Division's Citizen Review Committee and the Industrial Advisory Board. In addition, the establishment of a Missouri Ex-Offenders Association, with a view toward making it an independent organization, is part of Community Services responsibility.

SUPPORT SERVICES

The director of Support Services serves as an assistant director of the Division of Corrections responsible for the basic needs of inmates in the seven institutions. Support Services is accountable for institutional coordination, supervision, policy development, and policy interpretation. It is comprised of nine units including food service, medical service, facilities and construction, fire and safety, legal, personnel, training, fiscal management, and three farm operations. All activities in these areas are centralized at the Division level and the unit directors are responsible for liaison activities with the other state agencies. The director of Support Services serves as acting director of the Division in the absence of the director.



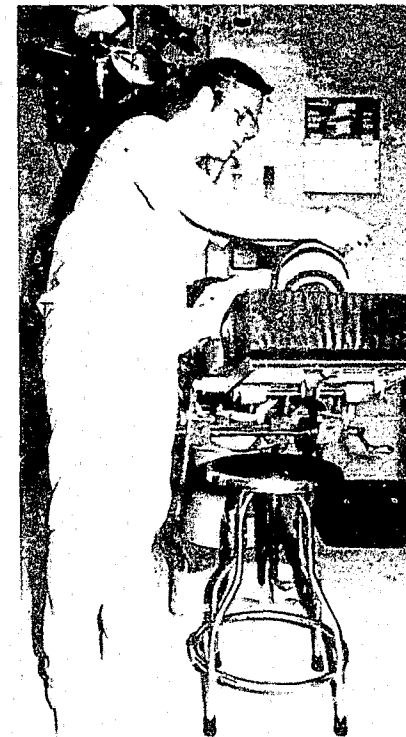
An inmate receives a physical exam at the Penitentiary.

The Accounting Unit at Central Office.

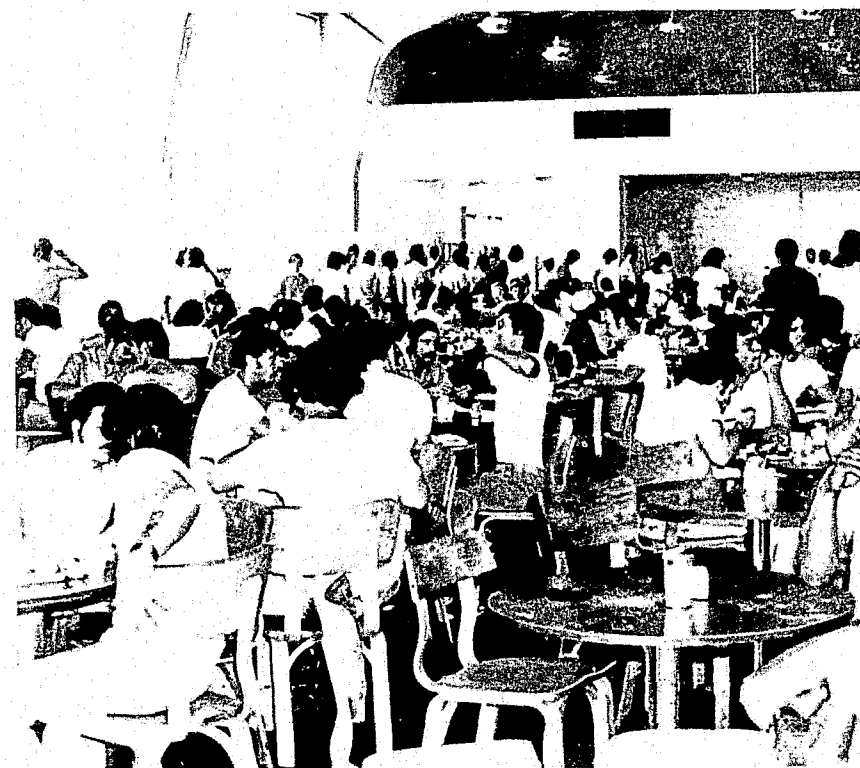


FOOD SERVICE

The Food Service Unit is responsible for all institutional food service operations. The food service operation provides three meals per day, seven days a week, for the some 4,200 inmates in Missouri's correctional system. Periodic inspections of the food service operations in the institutions are performed by this unit in conjunction with the State Health Department. The Health Department during these inspections has rated the food service operation from good to outstanding. Food service seminars are conducted for all food service personnel to inform and assist them in their work.



The Penitentiary maintains a staff of three dentists.



MEDICAL SERVICE

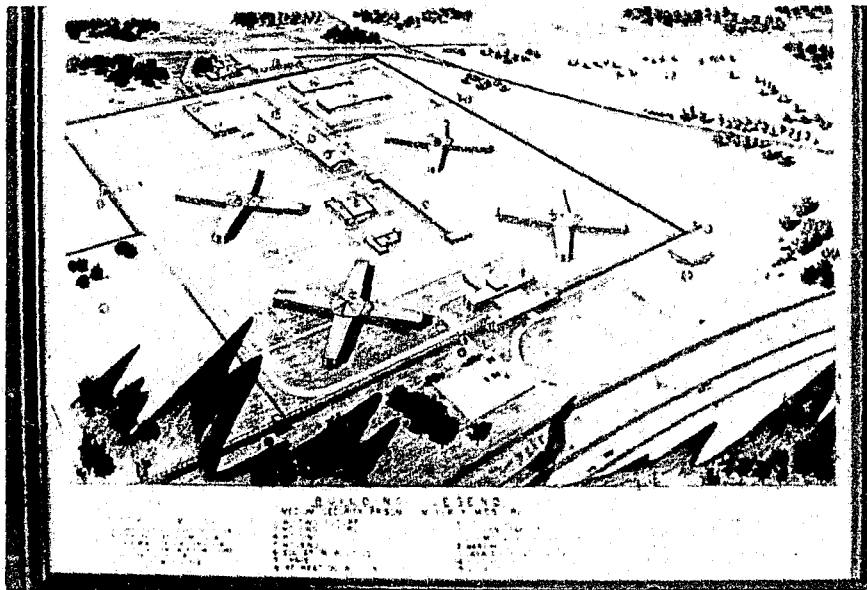
The Medical Unit is supervised by the Health Care Services director, who is the hospital administrator overseeing all medical care at the seven institutions. This includes a 100 bed hospital at the main penitentiary and small dispensary type operations at the other six institutions. The main penitentiary hospital is utilized by all male institutions and only the more critical cases are referred to the University of Missouri Medical Center in Columbia. The penitentiary hospital is supervised by a full time physician; and consulting physicians are on call at all times. During periodic inspections of the hospital, the Licensing and Certification section of the State Health Department has issued favorable reports on this operation. All patients from the women's institution requiring major medical treatment are sent directly to the University of Missouri Medical Center.

In the summer of 1975, a mental health training program was initiated at the Missouri State Penitentiary hospital. This course provides Corrections staff with 48 hours of training concerning theories and concepts of inmate adjustment and related mental disorders.

The cafeteria at the Missouri Training Center for Men in Moberly.

FACILITIES AND CONSTRUCTION

The Facilities Construction and Maintenance Unit is responsible for coordination of all construction, major renovation and maintenance for the seven institutions. This unit prepares the capital improvement budget and all liaison activities with the Office of Design and Construction for capital improvement projects. In 1975, the capital improvements projects totaled \$1,336,332. This unit is also responsible for and assisted in the site selection, acquisition, architectural work, and construction of the new medium security correctional institution.



The blueprint of the Missouri Training Center for Men.

FIRE AND SAFETY

This unit is responsible for all fire and safety activities at the seven institutions. This includes fire aid training, safety committee selection and meetings, fire training, and safety inspection. Fire departments are maintained at the Missouri Training Center for Men and Fordland Honor Camp for institutional needs as well as for assistance to the surrounding communities. This fire equipment has proven to be a very beneficial aid to the local communities. The Fordland Honor Camp has a fire fighting crew which also assists the Conservation Commission with fighting forest fires.



The Fire Department at the Fordland Honor Camp.

LEGAL

The Legal Unit, in coordination with the State Attorney General's office, provides advice on all legal matters affecting the Division of Corrections. It is responsible for

all correctional activities of a legal nature such as detainees, interstate corrections compact, and court actions. It is also the duty of this unit to provide legal opinions to institutional employees upon request.

PERSONNEL

The personnel operation is centralized and processes all personnel records for the seven institutions and central office. The Division of Corrections is under the Missouri Merit System and the personnel officer must abide by all merit system rules, regulations, and procedures. During 1975, the number of employees in the Division increased from 1,015 to 1,226. This increase was due primarily to the federal programs and 67 additional corrections officers employed through the CETA (Comprehensive Employment and Training Act) program. The Division has undergone several across-the-board wage increases in order to maintain quality personnel. One area of special concern was the position of corrections officer I. In the past two years, the salary for the position has increased from \$448 to \$578 per month.

TRAINING

The Staff Training and Development Unit is responsible for the Division wide training program. This is a relatively new area for the Division and was begun in 1973. The training program provides two weeks of orientation training for career employees on a monthly basis. This unit is also responsible for specialized training as requested and required by the Division. Specialized training in Food Service, Reality Therapy, Transactional Analysis, Emergency

Squad Training, Participatory Management Training, and Team Classification have been provided. In addition to Division training, this unit has coordinated various Correctional and Management Institutes and Seminars.

FISCAL MANAGEMENT

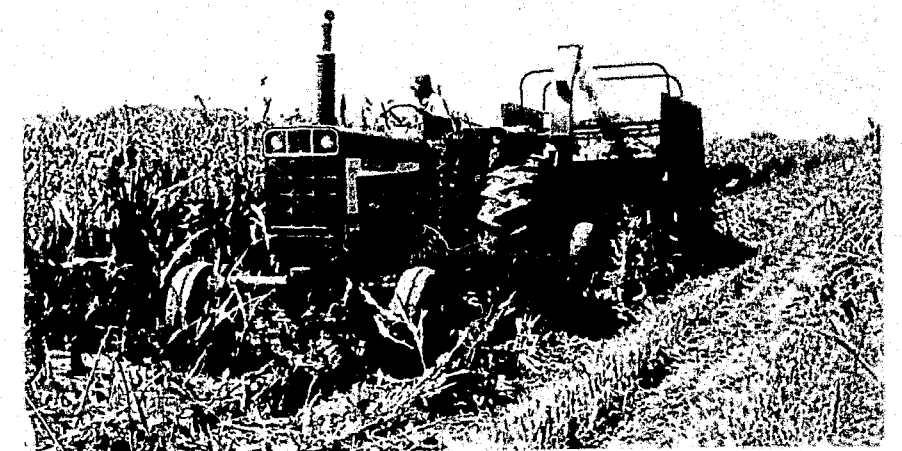
The Fiscal Management Unit is responsible for all budget preparation, vendor payment, procurement, maintenance of accounting records, financial reports, inmate funds, and all other areas of a fiscal nature. Due to the variety of activities, this unit is divided into five major categories. Each category specializes in one of the areas of fiscal management.

FARMS OPERATIONS

The Farm Unit is responsible for the operation of approximately 4,500 acres of farm land

located at the Renz Farm Facility, Church Farm Facility, and the Missouri Intermediate Reformatory at Algoa. The three farms maintain large swine herds of approximately 1,000 head of brood sows and feeder pigs. A beef feeding program is also in operation consisting of approximately 650 head of cattle including a registered angus cow-calf herd of 150 head.

In addition to the general farming operation, the unit is responsible for a dairy operation which supplies institutions with their milk requirements. The dairy herd consists of 200 cows and 108 heifers for replacement. The Renz Farm Facility has a poultry flock of approximately 1,500 hens producing fresh eggs for food service and plans are in process to increase the egg producing by the addition of a flock of 2,500 chickens at the Intermediate Reformatory at Algoa.



The Farm Unit is responsible for over 4,500 acres of farm land.

END

7. 10/10/10