



Claire McCaskill

Missouri State Auditor

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August 2006

# CORRECTIONS

## Jefferson City Correctional Center



Office Of  
Missouri State Auditor  
Claire McCaskill

August 2006

**The following findings were included in our audit of the Department of Corrections, Jefferson City Correctional Center.**

*The Jefferson City Correctional Center (JCCC) first opened in 1836 as the Missouri State Penitentiary (MSP), a maximum security facility. In September 2004, the new JCCC facility was completed and all offenders were transferred. The facility houses 2,000 male offenders in eight housing units.*

Procedures to account for and dispose of assets remaining at the MSP after the move to the JCCC was completed were not adequate. The department's Central Office (CO) did not physically verify assets picked up by and transferred to other facilities, and performed a mass disposition of any assets eventually remaining at the vacant MSP from the fixed asset records without conducting a physical verification of the assets or proper review of the inventory records. In addition, the JCCC staff transferred some assets from the MSP to the JCCC without completing the necessary transfer paperwork. These conditions resulted in discrepancies in the state's fixed asset system and less accountability over assets.

Several assets with a total cost of over \$155,600 were purchased with restricted bond funds designated for construction and start-up costs for the JCCC facility, but were placed in service at correctional facilities other than the JCCC. For example, a bus costing \$110,000 was transferred to another facility in June 2005, and 21 ice machines costing a total of \$35,112 were transferred to the CO and 5 other facilities. In addition, the JCCC purchased several assets with state and bond funding which do not appear to be prudent expenditures, including a Stradivarius trumpet costing \$1,600 and nineteen pieces of exercise equipment for use by employees and costing nearly \$50,000.

Perpetual records are not maintained for inventory in the offender clothing distribution office or on the canteen floor unless the canteen items are high risk or high value items. In addition, the results of monthly inventory counts are not compared to any records. Reviews of soda inventory balances identified, that, on average, the canteen was short 294 cans of soda each month for thirteen months between March 2005 and March 2006.

Furthermore, economic order quantities or reorder points are not calculated or utilized for clothing or canteen inventories.

The JCCC maintains two bulk storage tanks which contain gasoline and diesel fuel for use in DOC vehicles and equipment. Actual fuel usage data was not recorded on the monthly inventory reports from July 2003 through September 2004. Instead the usage amounts appear to have been calculated to allow the report to indicate a zero variance. In addition,

YELLOW SHEET

monthly inventory reports did not contain ending tank readings for the nine months from October 2004 through June 2005. Finally, monthly inventory reports for the diesel tank were not prepared at all until July 2005.

**All reports are available on our website: [www.auditor.mo.gov](http://www.auditor.mo.gov)**

DEPARTMENT OF CORRECTIONS  
JEFFERSON CITY CORRECTIONAL CENTER

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STATE AUDITOR'S REPORT



**CLAIRE C. McCASKILL**  
**Missouri State Auditor**

Honorable Matt Blunt, Governor  
and  
Larry Crawford, Director  
Department of Corrections  
and  
David Dormire, Superintendent  
Jefferson City Correctional Center  
Jefferson City, MO 65101

We have audited the Department of Corrections, Jefferson City Correctional Center. The scope of this audit included, but was not necessarily limited to, the years ended June 30, 2005 and 2004. The objectives of this audit were to:

1. Review internal controls over significant management and financial functions.
2. Review compliance with certain legal provisions, regulations, policies, and contracts.
3. Evaluate the economy and efficiency of certain management practices and operations.

Our methodology to accomplish these objectives included reviewing minutes of meetings, written policies, financial records, and other pertinent documents; interviewing various personnel of the correctional center, as well as certain external parties; inspection of capital assets, and testing selected transactions.

In addition, we obtained an understanding of internal controls significant to the audit objectives and considered whether specific controls have been properly designed and placed in operation. We also performed tests of certain controls to obtain evidence regarding the effectiveness of their design and operation. However, providing an opinion on internal controls was not an objective of our audit and accordingly, we do not express such an opinion.

We also obtained an understanding of legal provisions significant to the audit objectives, and we assessed the risk that illegal acts, including fraud, and violations of contract, grant agreement, or other legal provisions could occur. Based on that risk assessment, we designed

and performed procedures to provide reasonable assurance of detecting significant instances of noncompliance with the provisions. However, providing an opinion on compliance with those provisions was not an objective of our audit and accordingly, we do not express such an opinion.

Our audit was conducted in accordance with applicable standards contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and included such procedures as we considered necessary in the circumstances.

The accompanying History, Organization, and Statistical Information is presented for informational purposes. This information was obtained from the correctional center's management and was not subjected to the procedures applied in the audit of the correctional center.

The accompanying Management Advisory Report presents our findings arising from our audit of the Department of Corrections, Jefferson City Correctional Center.



Claire McCaskill  
State Auditor

April 14, 2006 (fieldwork completion date)

The following auditors participated in the preparation of this report:

|                     |                             |
|---------------------|-----------------------------|
| Director of Audits: | Kenneth W. Kuster, CPA      |
| Audit Manager:      | Regina Pruitt, CPA          |
| In-Charge Auditor:  | Gayle A. Garrison           |
| Audit Staff:        | Anne Jenkins<br>Mark Golden |

MANAGEMENT ADVISORY REPORT -  
STATE AUDITOR'S FINDINGS



DEPARTMENT OF CORRECTIONS  
JEFFERSON CITY CORRECTIONAL CENTER  
MANAGEMENT ADVISORY REPORT -  
STATE AUDITOR'S FINDINGS

**1. Capital Asset Controls and Procedures**

Controls and procedures to account for capital assets are not adequate. Accounting for assets during the move from the Missouri State Penitentiary to the Jefferson City Correctional Center was not adequate, some asset purchases were not appropriate and consistent with the fund's purpose, and canteen physical inventory procedures were not sufficient. The correctional center's capital assets totaled over \$5.4 million as of February 2006. Canteen assets totaled over \$150,000 as of April 2006.

A. The Jefferson City Correctional Center (JCCC) construction was completed and the staff and offenders occupied the facility in September 2004, leaving the prior facility, the Missouri State Penitentiary (MSP), vacant. Because new assets were purchased for the JCCC facility, assets from the MSP were not moved to the JCCC facility unless there was a particular need to retain and move the asset. The department's Central Office (CO) staff assumed responsibility for the assets that remained at the MSP. Some assets left at the MSP were transferred to other correctional facilities in October 2004 or sold at a public auction in April 2005. Any assets remaining after the transfer and public auction were eliminated from the SAM II fixed asset system by a mass disposition entry recorded in September 2005. Controls and procedures to account for the assets which remained at MSP after the move were inadequate. Discussions with DOC staff indicated the following conditions:

1. The CO staff prepared a listing in September 2004 of the items remaining at the MSP after the move to the JCCC facility was completed. After assets were transferred to other facilities in October 2004 and the public auction was conducted in April 2005, the CO recorded the transfers and sales in the SAM II fixed asset system and relinquished the MSP facility and all remaining contents to the Office of Administration (OA). Because the property was relinquished to OA, CO staff performed a mass disposition in September 2005 of MSP assets which remained on the SAM II fixed asset system. However, the mass disposition was performed without conducting a final physical verification of the assets or confirming that the assets were included on the inventory listing which had been prepared in September 2004.
2. Information on the availability of serviceable assets was provided by CO staff to other correctional facilities, and the assets were transferred in October 2004 to other facilities based on requests submitted by the facilities. However, CO staff indicated that the assets, which were loaded

by the receiving facilities' staff onto the receiving facilities' vehicles, were not physically verified by the CO staff. As a result, there is no independent verification that the asset transfers recorded in the SAM II fixed asset system are accurate and complete.

As a result of these conditions, our review noted several discrepancies in the SAM II fixed asset system. Our review of 25 dispositions recorded in the SAM II fixed asset system identified seven assets (with original purchase prices totaling approximately \$93,000) which were disposed of during the mass disposition but were not recorded on the CO listing of items remaining at MSP after the move. In addition, our review of the 25 dispositions identified that the JCCC staff had transferred three assets totaling approximately \$4,400 to the JCCC facility. However, the necessary transfer paperwork was either not completed by JCCC staff or not recorded by CO in the SAM II system. Because the appropriate paperwork was not processed and because CO did not verify the assets which remained at MSP subsequent to the move, the unrecorded transfers were not detected and the assets which were still in service at JCCC were improperly disposed of in the SAM II fixed asset system.

There is little assurance that the entries recorded in the SAM II fixed asset system for assets transferred from MSP to other facilities and the mass disposition of MSP assets are accurate. Adequate controls over capital assets include physical verification of the disposition of assets. The JCCC and CO should work together to develop procedures to ensure assets are appropriately accounted for during facility moves and that proper verification and documentation of an asset's disposal is obtained prior to recording the disposition in the SAM II fixed asset system.

- B. Restricted funding sources were not properly utilized by the JCCC for some asset purchases. Construction costs and start-up funding for the JCCC facility were provided through a restricted use Board of Public Buildings Bond Fund. Our review of the major expenditures from the bond fund revealed assets which were placed in service at correctional facilities other than the JCCC as noted below.

| <b>Item Description</b> | <b>Cost</b>      | <b>Service location and number of assets transferred</b>   |
|-------------------------|------------------|--|
| Offender transport bus  | \$110,000        | Western Reception, Diagnostic and Correctional Center (1)  |
| 21 ice machines         | 35,112           | Central Office (1)<br>Crossroads Correctional Center (1)<br>Algoa Correctional Center (8)<br>Eastern Reception, Diagnostic and Correctional Center (4)<br>Tipton Correctional Center (4)<br>Western Missouri Correctional Center (3) |
| Medical sterilizers     | 5,985            | Moberly Correctional Center (1)<br>Algoa Correctional Center (1)   |
| Stair step exerciser    | 1,894            | Algoa Correctional Center (1)  |
| Elliptical exerciser    | <u>2,670</u>     | Algoa Correctional Center (1)  |
|                         | <u>\$155,661</u> |  |

The CO instructed JCCC to transfer the new transport bus to Western Reception, Diagnostic and Correctional Center in June 2005. The JCCC administration originally intended to place the ice machines and exercise equipment in service at JCCC but determined after the facility was occupied that the equipment was in excess of their needs. Finally, JCCC administration indicates that the CO Division of Offender Rehabilitative Services was responsible for purchasing the sterilizers so the JCCC staff is unaware if the assets were originally intended for service at JCCC. The Board of Public Buildings Bond Funding is for restricted purposes and those funds should be spent only for allowable activities.

In addition, the JCCC purchased several assets with state and bond funding which do not appear to be prudent expenditures. These purchases include a Stradivarius trumpet costing \$1,600 for use by the DOC's color guards when attending funerals of employees, and nineteen pieces of exercise equipment for use by employees, including the two items noted above which were transferred to the Algoa Correctional Center. The exercise equipment totaled nearly \$50,000. However, employees are not required to utilize the equipment. General Revenue Fund and Bond Fund disbursements for these items totaled approximately \$4,500 and \$47,100, respectively. While the purposes for these purchases may have been commendable, they do not appear to be reasonable and prudent uses of state monies and not necessary to support the mission of the department.

- C. Annual physical inventories of assets purchased with canteen profits are not performed by employees independent of the physical custody of the assets, and some asset listings are not accurate. Profits generated from canteen sales are

designated by state law for the use and benefit of the offenders through purchases of religious, educational and recreational materials, supplies and equipment, and expenses necessary for canteen operations. JCCC monitors over 500 assets purchased with canteen profits for the inmates' use and maintains a detailed inventory listing of the canteen-owned assets.

During our review of the canteen assets we noted several discrepancies. A printer that had been disposed of was still included on the asset listing, two printers that were purchased had not been added to the asset listing, and an amplifier had been assigned a state tag number instead of a canteen asset tag number but was recorded on the canteen asset listing.

DOC Canteen Operations Policy D3-9.2 Section III.S. requires that items purchased by the canteen with an individual value of over \$1,000 or that are high risk items are to be tagged and that the business office is responsible for maintaining the canteen property book. Adequate procedures for maintaining the property book include ensuring that purchases and dispositions are properly recorded on the asset listing and that annual physical inventories of the canteen assets are performed by an independent employee.

**WE RECOMMEND** the JCCC:

- A. Work with the CO to develop procedures to ensure assets are appropriately accounted for during facility moves, and that proper verification and documentation of an asset's disposal is obtained prior to recording the disposition in the SAM II fixed asset system.
- B. Ensure all purchases are in compliance with fund restrictions, and that expenditures are reasonable and prudent uses of state funds. The JCCC should work with the CO and the Board of Public Buildings to resolve the improper use of the bond funds to purchase assets not being utilized at the JCCC.
- C. Ensure that canteen assets are properly recorded in the asset listing when purchased and removed from the listing when disposed of. In addition, the business office should ensure that annual physical inventories of canteen assets are conducted by employees independent of physical custody of the assets.

**AUDITEE'S RESPONSE**

- A. *Under normal circumstances the DOC believes its controls and procedures to account for capital assets are very good as department policy provides clear direction on the accounting for capital assets. This was an abnormal situation with a very short timeframe to remove capital assets from the MSP site. The preparation and equipping of a new institution using existing staff was unprecedented in the Missouri Department of Corrections history. Never before had existing staff taken on such duties and responsibilities while still saddled with the duties and responsibilities of an existing*

*institution. There was a significant savings to the State of Missouri and the work done was remarkable. The DOC concurs with this finding in part. Given the scope of moving a multitude of items under these circumstances the DOC believes its accounting for these assets was quite good with minimal inaccuracies noted. Nonetheless, we acknowledge the findings of the State Auditor's Office and have noted the lessons learned for use in the future.*

- B. The DOC concurs in part with the State Auditor's recommendations. Tentative findings during the audit pointed out that a bus purchased for JCCC had been assigned to the Western Reception, Diagnostic and Correctional Center. The DOC agrees this assignment was not appropriate and the bus will be reassigned to the JCCC immediately.*

*It was our intent to put a small ice machine in each of the four wings of each housing unit to reduce the amount of inmate movement outside the wings. We then learned that the available connections and drains allowed for only two ice machines in each housing unit. The DOC then attempted to return the extra ice machines but the company would not accept them indicating they were a discontinued item. We acknowledge our error, but also recommend the Office of Administration consider revising their bid documents to help prevent similar situations where companies bid discontinued products and refuse to work with the state on returns and/or exchanges.*

*The exercise equipment was purchased based on our estimate of space and staff usage. We determined, based on usage, that we needed a different type of equipment to better serve the staff so we transferred the items to the Algoa Correctional Center. They in turn transferred equipment of comparable value to us. This was a better alternative to simply buying additional equipment. The purchase of exercise equipment is appropriate since many of the staff are required to meet physical standards. All correctional officers must meet a physical requirement and must remain able to perform all the essential physical functions of their jobs. Emergency squad members have the additional requirement of meeting several different physical standards each year. We also have the ACC staff utilizing our equipment. Providing the equipment to assist staff in meeting required physical standards is reasonable and serves the mission of the department. Staff from all shifts use the equipment on a daily basis.*

*The trumpet was purchased after many discussions with the members of the Color Guard at which time it was determined that the higher quality professional trumpet would last the state longer than the lower quality ones and eventually save the state money.*

*The two sterilizers are being returned to the JCCC immediately. This will leave the Algoa and Moberly Correctional Centers without sterilizers until new ones can be purchased for these sites.*

*To the extent possible, the DOC will account for all assets through standard inventory transfer procedures. The DOC will also work with the Board of Fund Commissioners to develop a future system for advising agencies of assets that have been collateralized through the use of bonds funds in order that assets are better tracked and accounted for.*

- C. *Prior to the move from the MSP to the JCCC, an annual physical inventory of canteen assets was performed by the business office staff. Due to time constraints and other priorities related to the move, a temporary system of sending a list to canteen supported section heads for verification was used in place of an actual physical inventory. We have now returned to our customary practice of conducting random physical inventories of canteen assets.*

*Paperwork removing the printer from the inventory list has not reached the business office to formally remove it from the asset listing. The two printers in question were under \$1,000 and a recent policy revision changed the tagging threshold on canteen property from \$100 to \$1,000. Therefore, by policy, the two new printers are not required to be tagged.*

## **2. Expendable Inventory Procedures**

The JCCC operates a canteen for the benefit of offenders, maintains bulk storage tanks for fuel, and maintains clothing inventories for officers and inmates. Procedures to account for the inventory are not adequate and criteria for determining the most appropriate reorder quantity and timing are not effectively utilized.

The canteen stocks and sells numerous items such as soda, tobacco products, snack foods, hygiene items, radios, and televisions. The February 2006 ending inventory value totaled \$133,000 and sales for the month totaled \$127,000. In addition, the JCCC maintains inventories of clothing issued to offenders assigned to JCCC custody and clothing issued to DOC custody officers of all correctional facilities throughout the state. Physical counts of clothing and canteen inventory items are conducted monthly. Our review of the canteen and clothing inventory procedures noted the following concerns:

- A. Although perpetual inventory records are maintained by the warehouse personnel for all offender clothing and canteen inventory held in the warehouse, perpetual records are not maintained for inventory in the offender clothing distribution office or on the canteen floor unless the canteen items are high risk or high value items, such as radios, tape players, and televisions.

Because perpetual inventory records are not maintained for offender clothing held in the distribution office or for food and personal use items held on the canteen floor, the results of the monthly inventory counts are not compared to any records. In addition, although perpetual records are maintained for items held in the warehouse and for high risk or high value items canteen items, the monthly counts are not compared to those records. As a result, the benefits of the physical inventory procedure are diminished and inventory variances are not identified or reported to JCCC management, and the risk of undetected loss, theft, or misuse of inventory is increased.

Our test of the soda inventory balances for the month of February 2006 indicated that 273 cans of soda were missing from inventory. Because the JCCC canteen staff had not maintained perpetual records or compared the inventory count results to the available records on soda beginning count balance, purchase, and sale activity, the staff were unaware that the difference existed. After learning this, the canteen staff performed additional review work that identified, on average, the canteen was short 294 cans of soda each month for thirteen months between March 2005 and March 2006. Regular comparisons of canteen inventory counts to the perpetual records or calculated ending inventory balances would have documented that this condition existed.

Department of Corrections (DOC) Consumable Inventory Control Policy D4-5.1 Section III.A.1 requires the facility to maintain a perpetual inventory of all consumable items. In addition, DOC Canteen Operations Policy D3-9.2 Section III.H.2 requires the facility to maintain a perpetual inventory on all inventory stock items. DOC Consumable Inventory Control Policy D4-5.1 Section III.C requires that all discrepancies between the physical inventory and the perpetual records be documented and reviewed by the section head. In addition, the policy requires that significant inventory variances over \$100 be reported to the chief administrative officer.

- B. Economic order quantities or reorder points are not calculated or utilized for clothing or canteen inventories. Such procedures are designed to minimize the cost of inventory by taking advantage of volume discounts, matching quantities in stock to sales patterns, and minimizing warehousing costs. Our review of inventory balances and sales for selected canteen stock items for the month of February 2006 indicated that some items held in stock may have had excessive balances.

Without economic order quantities and reorder points, the JCCC cannot demonstrate that the quantities of inventory on hand are necessary for the efficient operation of the canteen and that inventory costs are minimized. DOC Canteen Operations Policy D3-9.2 Section III.N. requires that every effort be made to order in the highest bulk amounts to gain the best price. In addition, DOC Consumable Inventory Control Policy D4-5.1 Section III.A.b(3) requires that consumable perpetual inventory records include the reorder point which is the level of inventory at which a reorder is necessary, including the economic reorder quantity.

- C. The JCCC maintains two bulk storage tanks which contain gasoline and diesel fuel for use in DOC vehicles and equipment. Procedures to account for the fuel inventory are not adequate. Monthly gasoline tank readings are not always performed or documented, and even when the actual gasoline tank readings are performed and documented, there is no comparison to calculated ending balances.

Actual gasoline usage data was not recorded on the monthly inventory reports from July 2003 through September 2004. Instead the usage amounts appear to have been calculated to allow the report to indicate a zero variance. In addition, monthly inventory reports did not contain ending gasoline tank readings for the nine months from October 2004 through June 2005. Finally, monthly inventory reports for the diesel tank were not prepared at all until July 2005. Significant variances could reasonably be expected to occur due to the evaporation of fuel and expansion or contraction of fuel volume as a result of varying temperature.

Because tank readings are not always performed or documented and comparisons of the readings to calculated balances are not performed, inventory variances are not identified, reviewed for reasonableness, or reported to JCCC management. DOC Consumable Inventory Control Policy D4-5.1 Section III.B.1 requires that a physical inventory be taken every month and documented. Section III.C of the policy further requires that all discrepancies between the physical inventory and the perpetual records be documented and reviewed by the section head. In addition, the policy requires that significant inventory variances over \$100 be reported to the chief administrative officer.

**WE RECOMMEND** the JCCC:

- A. Maintain perpetual inventory records of all inmate clothing and canteen resale items and compare inmate clothing and canteen inventory counts to the perpetual records or calculated ending inventory balances. Significant discrepancies between the calculated and counted inventory balance should be investigated and inventory balance discrepancies should be reported to JCCC management as required by DOC policy.
- B. Calculate and utilize economic order quantities and reorder points to minimize inmate clothing, officer clothing, and canteen inventory costs.
- C. Perform and document bulk fuel tank readings. The tank readings should be compared to calculated balances and significant variances should be identified, reviewed for reasonableness, and reported to JCCC management.

**AUDITEE'S RESPONSE**

- A. *Canteen perpetual inventory had been maintained in accordance with DOC policy D3-9.2 and per the recommendation of Department of Corrections audits. However, we concur with the Auditor's recommendation that a perpetual inventory be implemented for items held on the canteen sales floor, and this was implemented with advice and assistance of the auditor. A reconciliation report is now prepared monthly after each count, with copies to the Warehouse Manager and the Business Manager. Likewise, perpetual inventory has always been maintained on inmate clothing held in storage, and we are exploring options for implementing a perpetual inventory system for items removed from storage awaiting issue. A perpetual inventory has always been maintained*



*on all items stored in the warehouse and is always compared to the monthly count. As required by policy D4-5.1, a computer generated version of the Consumable Inventory Summary Report, form 931-3381, is prepared on all warehouse inventories and on the clothing inventory held in storage, with copies going to the Warehouse Manager and the Business Manager. This report lists all variances. A separate report is prepared by the Warehouse Manager each month and sent to the Business Manager listing any significant variances (over \$100) of any of the warehouse inventories or of clothing inventory.*

- B We concur with the State Auditor's recommendation. Recorder points and economic order quantities were established for the canteen prior to the conclusion of the audit. Offender and officer clothing orders are placed quarterly, as appropriations become available. Per the advice of the auditor, recommended inventory levels were established prior to the conclusion of the audit and are used when determining quarterly purchases.*
- C. We concur with this audit finding. Once the concerns were brought to our attention by the auditors, we immediately implemented the recommendation.*

HISTORY, ORGANIZATION, AND  
STATISTICAL INFORMATION

DEPARTMENT OF CORRECTIONS  
JEFFERSON CITY CORRECTIONAL CENTER  
HISTORY, ORGANIZATION, AND STATISTICAL INFORMATION

The Jefferson City Correctional Center (JCCC) first opened in 1836 as the Missouri State Penitentiary (MSP). The maximum security facility was located in Jefferson City, Missouri. In September 2004, construction on the new JCCC facility was completed and all offenders were moved from the old MSP to the new JCCC leaving the former MSP facility vacant.

The new JCCC is a level five maximum security institution housing approximately 2,000 male offenders in eight housing units, consisting of four general population housing units, administrative segregation, protective custody, intensive therapy, and medical offenders. The facility occupies 141 acres of land located approximately six miles east of Jefferson City. Other buildings at the facility include a multipurpose building, central services building, garage, warehouse, industry building, powerhouse, two elevated towers, and an administrative building. The perimeter is secured by two 12-foot-high fences that are separated by one lethal fence. All three fences have razor sharp barbed wire at the top of the fence and high voltage electricity is used as the lethal force in the middle fence. The facility is surrounded by a private asphalt road that is constantly patrolled by an armed roving vehicular patrol.

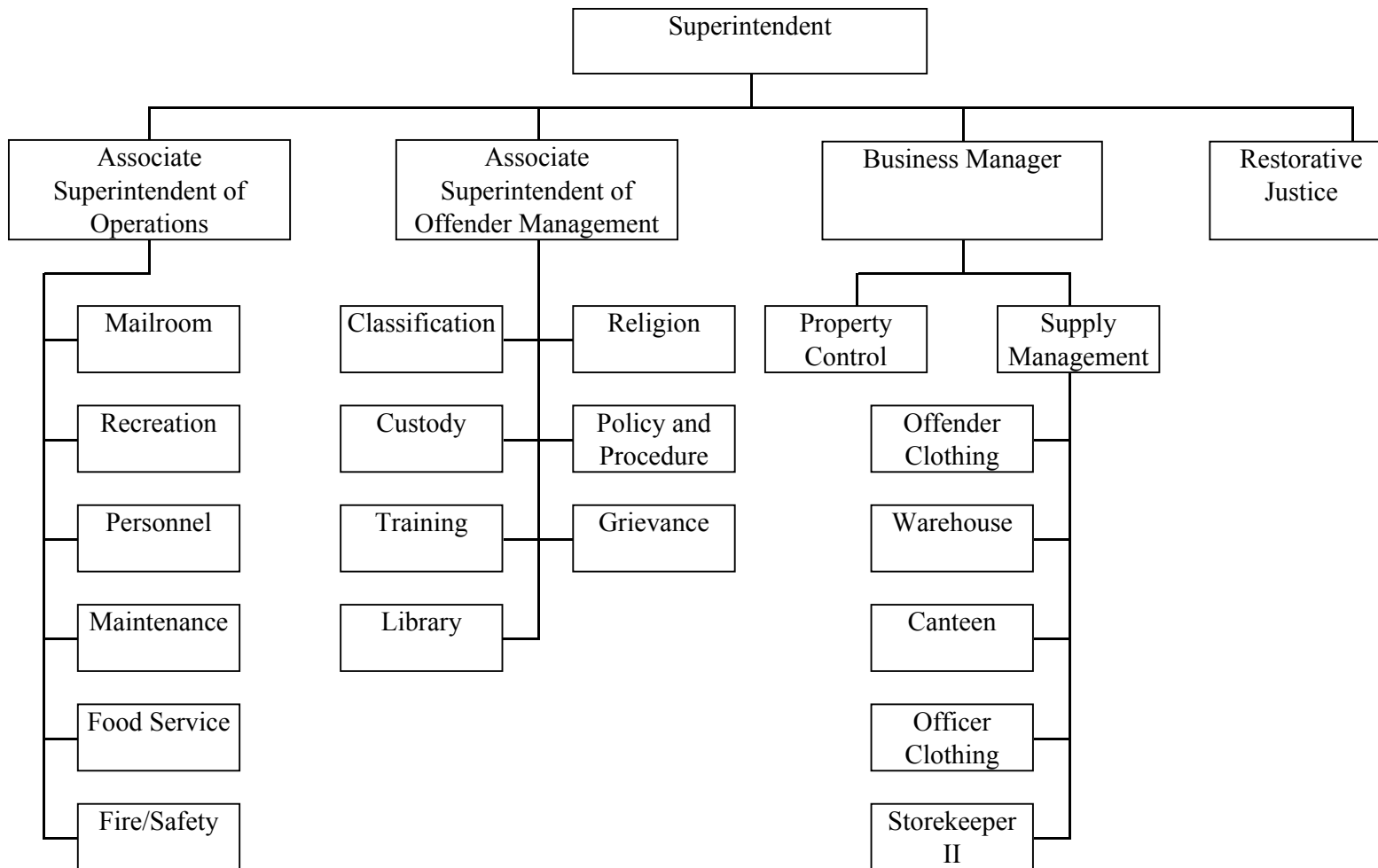
The administrative building contains the administrative offices, control center, training rooms, and an armory. The multipurpose building houses the visiting room, parole hearing room, meeting rooms, staff barbershop, the security video monitoring room, and the shift captain's room. The central services building houses the medical unit, library, chapel, canteen, offender clothing, the center for the Bureau of the Blind, recreation, and food services. The industry building contains five factories which are under the direction of Missouri Vocational Enterprises; clothing, graphic arts, engraving, license plate manufacturing, and furniture manufacturing. The warehouse is located outside the perimeter of the correctional center, and it houses the JCCC warehouse, a regional warehouse, the department's cook/chill food preparation area, and offices for the Central Transportation Unit.

The JCCC offered G.E.D. classes for offenders with less than a 12th grade education through June 30, 2005. Offenders are required to complete their G.E.D. to be eligible for parole or premium job assignments. A total of 375 offenders entered into the G.E.D. program in 2005 and 32 completed the course. As of July 1, 2005, the G.E.D. program is staffed by volunteers. The JCCC has about 123 regular volunteers that are authorized to assist with offender programs. These volunteers provide services in religion, therapeutic treatment, and education. Volunteers also act as staff liaisons for offender organizations. Therapeutic treatment programs offered include Alternatives to Violence, Intensive Therapeutic Community, and Positive Mental Attitude. Offender organizations include NAACP, Alcoholics Anonymous, Alpha Toastmasters, Visiting Room Activities Committee, Restorative Justice, Youth Services Group, and Vietnam Vets of America.

Dave Dormire became facility superintendent at the MSP in November 1995 and is the current facility superintendent at JCCC. The JCCC employed approximately 614 employees assigned to various administrative, service, security, and academic and vocational education functions as of June 30, 2005.

An organization chart and financial data follow:

DEPARTMENT OF CORRECTIONS  
 JEFFERSON CITY CORRECTIONAL CENTER  
 ORGANIZATION CHART  
 JUNE 30, 2005



Appendix A

DEPARTMENT OF CORRECTIONS  
JEFFERSON CITY CORRECTONAL CENTER  
COMPARATIVE STATEMENT OF APPROPRIATIONS AND EXPENDITURES

|  | Year Ended June 30,     |                   |                   |                         |                   |   |
|--|-------------------------|-------------------|-------------------|-------------------------|-------------------|---|
|  | 2005                    |                   |                   | 2004                    |                   |   |
|  | Appropriation Authority | Expenditures      | Lapsed Balances * | Appropriation Authority | Expenditures      | B |
| <b>GENERAL REVENUE FUND</b>                              |                         |                   |                   |                         |                   |   |
| Jefferson City Correctional Center-Personal Service      | \$ 16,609,849           | 15,525,539        | 1,084,310         | 18,230,110              | 15,656,728        |   |
| Jefferson City Correctional Center-Expense and Equipment | 0                       | 0                 | 0                 | 533,149                 | 531,735           |   |
| Missouri State Penitentiary Operating Expense            | 561,459                 | 315,430           | 246,029           | 0                       | 0                 |   |
| Total General Revenue Fund                               | <u>17,171,308</u>       | <u>15,840,969</u> | <u>1,330,339</u>  | <u>18,763,259</u>       | <u>16,188,463</u> |   |
| <b>WORKING CAPITAL REVOLVING FUND</b>                    |                         |                   |                   |                         |                   |   |
| Jefferson City Correctional Center-Personal Service      | 203,024                 | 127,090           | 75,934            | 192,361                 | 136,136           |   |
| Total Working Capital Revolving Fund                     | <u>203,024</u>          | <u>127,090</u>    | <u>75,934</u>     | <u>192,361</u>          | <u>136,136</u>    |   |
| Total All Funds  | <u>\$ 17,374,332</u>    | <u>15,968,059</u> | <u>1,406,273</u>  | <u>18,955,620</u>       | <u>16,324,599</u> |   |

Note: The appropriations presented above are used to account for and control the facility's expenditures from amounts appropriated to the facility by the General Assembly. The facility administers transactions from the appropriations presented above. However, the state treasurer as fund custodian and the Office of Administration provide administrative control over the fund resources within the authority prescribed by the General Assembly. This does not represent expenditures of the facility. Some expenditures relating to state facilities are charged to department-wide appropriations and not identified by facility. Expenditures charged to the department-wide appropriations that are identified to Jefferson City Correctional Center (JCCC) are noted in Appendix B.

\* The lapsed balances include the following withholdings made at the Governor's request:

|   | Year Ended June 30, |                |
|---|---------------------|----------------|
|   | 2005                | 2004           |
| <b>General Revenue Fund</b>                   |                     |                |
| Personal Service and/or Expense and Equipment | \$ 1,080,072        | 586,450        |
| Missouri State Penitentiary Operating Expense | 16,844              | 0              |
| Total General Revenue Fund                    | <u>\$ 1,096,916</u> | <u>586,450</u> |

Appendix B

DEPARTMENT OF CORRECTIONS  
 JEFFERSON CITY CORRECTIONAL CENTER (See note 1)  
 COMPARATIVE STATEMENT OF EXPENDITURES (BY BUDGET OBJECT) (See note 2)

|                                     | Year Ended June 30,  |  |   |  |  |   |
|-------------------------------------|--|--|---|--|--|---|
|                                     | 2005   |  |   | 2004   |  |   |
|                                     | Expenditures from<br>Facility Specific<br>Appropriations<br>for JCCC | Expenditures From<br>Department-Wide<br>Appropriations<br>for JCCC | Expenditures from<br>Board of Public<br>Buildings Bond<br>Construction<br>Fund for JCCC | Expenditures from<br>Facility Specific<br>Appropriations<br>for JCCC | Expenditures From<br>Department-wide<br>Appropriations<br>for JCCC | Expenditures from<br>Board of Public<br>Buildings Bond<br>Construction<br>Fund for JCCC |
| Salaries & Wages (See note 3)       | \$ 15,652,629  | 1,302,200  | 0   | 15,792,864   | 905,245  | 0   |
| Travel, In-State                    | 0  | 5,100  | 0   | 262  | 989  | 0   |
| Travel, Out-of-State                | 0  | 0  | 0   | 0  | 1,741  | 0   |
| Fuel & Utilities                    | 70,115   | 1,953,565  | 0   | 2,472  | 1,902,567  | 0   |
| Supplies                            | 46,573   | 2,055,933  | 11,966  | 219,207  | 2,105,198  | 62,685  |
| Professional Development            | 0  | 647  | 720   | 625  | 4,110  | 0   |
| Communication Services & Supplies   | 291  | 34,595   | 4,507   | 0  | 22,123   | 0   |
| Professional Services               | 115,436  | 18,841   | 17,072  | 3,501  | 37,805   | 9,036   |
| Housekeeping & Janitorial Services  | 1,658  | 75,971   | 0   | 0  | 69,310   | 0   |
| Maintenance & Repair (M&R) Services | 25,548   | 12,530   | 2,500   | 6,846  | 60,433   | 817,805   |
| Computer Equipment                  | 0  | 1,436  | 55,910  | 3,993  | 155,972  | 36,851  |
| Motorized Equipment                 | 0  | 0  | 456,368   | 39,892   | 3,100  | 634,580   |
| Office Equipment                    | 0  | 37,266   | 1,098,113   | 95,169   | 65,460   | 196,885   |
| Other Equipment                     | 26,466   | 187,437  | 1,441,481   | 157,795  | 120,767  | 1,050,369   |
| Property & Improvements             | 29,263   | 13,054   | 12,362  | 0  | 8,851  | 0   |
| Equipment Rental & Leases           | 80   | 1,309  | 0   | 846  | 1,675  | 0   |
| Miscellaneous Expenses              | 0  | 208,565  | 0   | 1,127  | 220,318  | 0   |
| <b>Total Expenditures</b>           | <b>\$ 15,968,059</b>   | <b>5,908,449</b>   | <b>3,100,999</b>  | <b>16,324,599</b>  | <b>5,685,664</b>   | <b>2,808,211</b>  |

Note 1: Expenditures in this schedule include operating costs of the Missouri State Penitentiary which closed in September 2004. Expenditures in this schedule also include operating and some startup costs of the Jefferson City Correctional Center which was constructed to replace the Missouri State Penitentiary.

Note 2: Not included in this schedule are expenditures paid from department-wide appropriations that do not specify amounts by facility. In addition, expenditures paid from the Board of Public Buildings Construction Bond Fund represent only those expenditures processed by the Jefferson City Correctional Center staff for start up costs and do not represent the total cost of construction and start up funding expended during the two years.

Note 3: The JCCC receives an appropriation for salaries and wages. During fiscal years 2004 and 2005, up to 10 percent of the appropriation could be allocated to and expended by other correctional facilities or units. During the fiscal year ended June 30, 2005, no other correctional facilities or units made personal service expenditures from the JCCC appropriation for salaries and wages. During the fiscal year ended June 30, 2004, three other correctional facilities or units made personal service expenditures totaling \$100,938 from the JCCC appropriation for salaries and wages. The expenditures for each of the facilities or units are as follows: