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HEARING THREE
COMMISSION ON SAFETY AND ABUSE
IN AMERICA'S PRISONS

DATE: November 1, 2005
TIME: 8:30 a.m. to 3:37 p.m.
PLACE: Washington University School of Law
Anheuser-Busch Hall, Room 310
St. Louis, Missouri 63130

Welcoming and Opening Statements
Pages 1-27

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1 (The proceedings commenced at 8:30 a.m.)

2 MR. WRIGHTON: Good morning, everyone.

3 Distinguished commissioners, welcome to Washington
4 University in St. Louis. I'm very proud that Margo
5 Schlanger is among you, and appreciate her inviting me
6 to make a few opening comments and a welcome to
7 Washington University.

8 Let me first indicate that the work you're
9 doing is certainly extremely important. I think no
10 one in America can escape the importance that your
11 commission represents, and I'm grateful that you have
12 taken the time to come to St. Louis and come to
13 Washington University School of Law for one of your
14 public hearings.

15 From the information that's been provided
16 to me, surely the numbers of individuals who are
17 incarcerated in a year, over two million, and those
18 who spend some time incarcerated in a year, over
19 thirteen million, is a troubling fact that this
20 country has to face. Those involved in law
21 enforcement certainly have huge challenges, and I can
22 assure you that every chief executive of America's
23 universities are concerned about crime and the
24 consequences for us directly.

25 But as a country we face important

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1 challenges. The costs are obviously extraordinary
2 high, and it may interest you to know that the number
3 of people that are at least at one time or another
4 during a year incarcerated is approximately the number
5 of students enrolled in higher education in the United
6 States.

7 I'd like to see the numbers decline in
8 connection with those incarcerated, and those enrolled
9 in colleges and universities increasing. Only about
10 55 percent of America's high school graduates take up
11 higher education, and I can tell you that our country
12 needs to increase its commitment to higher education,
13 which I think will be an important contribution to
14 lowering crime rates.

15 But let me say a few words about where you
16 are. You're on the campus of Washington University in
17 St. Louis, not to be confused with the eighteen or
18 twenty other colleges or universities with the word
19 Washington in their name. And I try to provide
20 information about the university so that people
21 remember why we are called Washington University.

22 We were founded over 150 years ago by a St.
23 Louis-based legislature, a state legislature by the
24 name of Wayman Crow. He wrote the charter for the
25 university and had it signed by the governor, brought

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1 it home to his pastor, William Greenleaf Eliot, a
2 Unitarian pastor, and said, "I founded a university,
3 Eliot Seminary. Now it's yours. Make it something."

4 He had the vision that there would be a
5 university here in St. Louis for St. Louisans, and

6 Eliot was a modest person. He said, "I haven't done
7 anything. Of course, there are no buildings,
8 students, faculty, no programs, and so I would like
9 not to have this named after me." He noticed the
10 charter was signed on February 22nd, 1853, hence the
11 name Washington.

12 We're very proud of that association, and
13 it is an important name, of course, in the United
14 States. The campus that you're on today is not the
15 original location. In fact, at one time we were in
16 downtown St. Louis, and in about 1895 a man by the
17 name of Robert S. Brookings was a member of the board
18 and had an unusual position. He was called president
19 of the corporation, and looking back on it, I think he
20 was serving both as the chairman of the board of
21 trustees and as chancellor or chief executive of the
22 university.

23 But he was a persuasive and very successful
24 business leader, and identified the property that we
25 now have here as the new location for the university.

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1 He persuaded the other trustees to engage in the
2 purchase, and Robert S. Brookings was critical to the
3 development of this location.

4 In 1904 the campus was becoming -- and at
5 that time in St. Louis history the World's Fair was
6 held in Forest Park, and indeed this campus played an
7 important role as in that era the Olympics were held
8 at the same time as the World's Fair, and our athletic
9 field, which includes a concrete stadium, the first
10 west of the Mississippi, was the site of the 1904
11 Olympics.

12 Robert Brookings was a very successful
13 business leader, and persuaded those involved with the
14 Fair that they could use the administration building
15 for a year to run the Fair in return for the athletic
16 complex, the library, and a couple of other buildings.
17 So this turned out to be a wonderful reward for us.
18 And some among you will probably be more familiar with
19 the Brookings Institution in Washington than
20 Washington University in St. Louis. Brookings
21 Institution was founded by Robert S. Brookings, so we
22 have a common benefactor.

23 We're fortunate that that was founded.
24 It's an important institution, but part of the history
25 is that the Brookings Institution was originally the

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1 graduate's arm for social sciences at Washington
2 University. But a lawyer, a member of our faculty,
3 read the charter that was crafted by Wayman Crow, and
4 in his interpretation of this charter we were not
5 empowered to do any work engaging in educational
6 programs outside of the state of Missouri. So we
7 severed the relationship with the Brookings
8 Institution early in its history, and today perhaps we
9 would relish the opportunity to be repartnered because
10 of the importance of that institution and the
11 importance of Washington D.C. to our students.

12 But we have a long and strong history now
13 on this campus, and I'm very pleased that we have a
14 great school of law, and a program like you're
15 conducting today is an important opportunity for our
16 students and faculty. Our school of law is especially
17 strong in its clinical programs, one of the strongest
18 research faculties, and I know that they can make an
19 important contribution to the issues that we face.

20 In addition, I'm pleased to note to you
21 that we happen to have one of the strongest schools of
22 social work in the United States. The George Warren
23 Brown School of Social Work was founded here more than
24 75 years ago, and indeed, the building that we have
25 for social work, the first building, is the first

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1 building dedicated to social work education in the
2 United States. I see that most of you are comparable
3 in age, perhaps to myself, and can remember Buster
4 Brown shoes. Same Brown.

5 MR. SESSIONS: But we aren't comparable in
6 age.

7 MR. WRIGHTON: George Warren Brown is the
8 Brown of Buster Brown shoes, and the Brown Shoe
9 Company is still headquartered here in St. Louis, and
10 we're fortunate to have this great program here in
11 social work, a group dedicated to social justice, the
12 law school legal justice perhaps, but in social work I
13 believe our faculty and students can address some of
14 the social issues that give rise to crime and the
15 complications that ensue.

16 So I'm doubly appreciative that the
17 commission has decided to hold a public hearing here
18 on the campus of Washington University with our school
19 of law and the school of social work. I hope you have
20 a rewarding day here, and those who have participated
21 I know will look forward to your report that will come
22 out early next year, and I will certainly appreciate
23 having a copy when it's available. Thank you very
24 much for being with us.

25 MR. SESSIONS: Thank you.

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1 MR. KATZENBACH: Thank you, Chancellor
2 Wright. Thank you also for this beautiful weather to
3 go along with your --

4 MR. WRIGHTON: You're welcome.

5 MR. KATZENBACH: -- remarks and with the
6 beautiful campus that we're on.

7 MR. WRIGHTON: Thank you.

8 MR. KATZENBACH: As co-chair of the
9 Commission on Safety and Abuse in America's Prisons,
10 I'd like to welcome everyone to the commission's third
11 public hearing. I'd also like to thank Washington
12 University and the law school in particular for
13 hosting.

14 Special thanks to Margo Schlanger, member
15 of this commission and professor at the law school for
16 her enthusiasm, for her work among her colleagues and
17 students. And also a warm thanks to Dean Daniel
18 Keating for his support. I'd also like to acknowledge
19 the warm welcome that we've received from governmental
20 figures, members of the corrections community, leaders
21 in St. Louis, and throughout the state of Missouri.

22 Finally, I'd like to thank all of you
23 gathered in this room. There are many ways to go
24 about understanding and overcoming challenges facing
25 corrections today, and many, many individuals and

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1 organizations are engaged in that effort. For this
2 commission it's crucial to have an audience in this
3 room and throughout the country because one of our
4 greatest ambitions is to encourage and inform public
5 discussion about the most serious problems inside
6 prisons, jails, and how hopefully to solve them.

7 It can't be said too many times, in a given
8 year an estimated thirteen and a half million people
9 spend time in jail or prison, and nearly all of them,
10 95 percent, return to the community. In addition,
11 hundreds of thousands of men and women work in our
12 jails and prisons, who journey home to their families
13 and communities at the end the shift. With numbers
14 that large, it's impossible to say that what happens
15 inside correction facilities does not affect us all.

16 Too often the issues of safety and abuse
17 inside correctional facilities are viewed only from
18 the point of view of those who are incarcerated. We
19 forget about the people who work in these same
20 facilities, and when we do look closely, what we're
21 seeing is a vast, yet poorly understood work force
22 that shoulders tremendous responsibilities many times
23 without adequate leadership, training, or resources.
24 These failures harm prisoners, put officers in
25 jeopardy, and ultimately have an impact on our

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1 society.

2 Over the next two days we'll all learn a
3 great deal about corrections officers, their working
4 conditions that put both staff and prisoners at risk.
5 We'll hear from front line officers and labor leaders,
6 state corrections commissioners, and researchers,
7 former prisoners, and others with direct experience
8 from behind -- life behind bars.

9 Let me tell you about just a few of them.
10 Ronald Kaschak was an employee of Mahoning County Jail
11 in Youngstown, Ohio for three years, put three years
12 on the job when senior supervisors ordered him and
13 other officers to beat an inmate as an act of revenge,
14 and then not to report the incident. His story
15 starkly illustrates what compels officers to follow
16 even inappropriate orders, and also a need for good
17 leadership.

18 Lou West will testify to the difficulty of
19 working as a corrections officer even under good
20 circumstances in a facility where leadership is
21 strong. In the St. Louis jail where Mr. West works,
22 he supervises 67 people out in the open, and feels
23 called upon to be everything from a psychiatric aid to
24 a father figure.

25 Echoing Lou West, Theodis Beck, who heads

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1 the North Carolina Department of Corrections, will
2 describe changes in the job of a corrections officer
3 as the prison and jail population has expanded and
4 grown more diverse and troubled, pointing out cultural
5 differences between officers and inmates that can be
6 as wide as the Grand Canyon. And officers who must
7 speak multiple languages, know gang signs and colors,
8 understand the aging inmate population, and recognize
9 suicidal behavior.

10 And if those challenges weren't enough,
11 Elaine Lord, former superintendent of Bedford Hills
12 Prison in New York will talk about the price of making
13 a single mistake on the job, to serious injuries, to
14 the loss of a career, and the pressure that places on
15 officers and managers. As we hear from more and more
16 witnesses, what may be the most striking are the views
17 they have in common.

18 Eddie Ellis has spent 25 years in various
19 New York prisons. He'll talk about an "us versus
20 them" mentality and resulting code of silence that
21 persists in correctional facilities today.

22 Kathleen Dennehy, Commissioner of
23 Corrections in Massachusetts, who expressed concern
24 about the same self-defeating dynamics and what she's
25 doing to change them.

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1 California labor leader Lance Corcoran, who
2 worked as a corrections officer, and Patrick McManus,
3 an expert on the use of force and a court-appointed
4 monitor of facilities around the country will express
5 some of the same words. They include low pay, minimum
6 training, hostile work environment, and a glaring lack
7 of appreciation and respect for the work of
8 corrections officers.

9 As Commissioner Dennehy from Massachusetts
10 will tell us, the field of corrections is growing more
11 rapidly than any other sector of government. It
12 continues to grow in the number of defenders, in the
13 number of staff, and in the expense. We have to get
14 it right. In their every day work the witnesses at
15 this hearing are trying to do just that.

16 Well, let's get started. I want to turn
17 now to Larry Crawford, director of the Missouri
18 Department of Corrections. Director Crawford, I want
19 to thank you for welcoming us to Missouri, and for
20 taking the time to briefly reflect on the challenges
21 and opportunities in your state.

22 MR. CRAWFORD: Thank you, Mr. Chairman,
23 members of the committee. I do appreciate the
24 opportunity to welcome you, and I would like to take
25 credit as I was driving in this morning, got up very,

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1 very early to drive in, and I notice what a beautiful
2 day it was as the sun rises, and I would like to take
3 credit for the weather here and welcome you to the
4 Show-Me State to the beautiful city of St. Louis.

5 And I would like to talk a little bit about
6 your role and my past role. I look at you as a
7 committee and a commission on a fact-finding mission,
8 and just last year and the years before I served as a
9 state legislator in the Missouri General Assembly and
10 had many of these meetings, and it's challenging and
11 it's important and there's a lot of information to be
12 gleaned from these meetings.

13 I guess -- I guess I feel for you a little
14 bit because it is really a hard job to separate
15 testimony and establish fact and come to the true
16 conclusion. It takes a lot of time and research, a
17 lot more than just all your time that I know you're
18 spending in these hearings.

19 Actually, I did the same thing throughout
20 state government and was very active on correction
21 issues, advocating many times for the tough jobs that
22 our employees do in the Department of Corrections,
23 carrying some legislation to -- for correctional
24 officer certification, to raise the bar, to enhance
25 their ability to get paid overtime as they many times

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1 are forced to work overtime, and actually an audit
2 committee is helpful in some cases.

3 We have an increasing problem in the
4 Missouri Department of Corrections with offenders many
5 times that are -- have AIDS or HIV positive throwing
6 body fluids and feces on our officers. I carried that
7 bill unsuccessfully, but it was passed this year to
8 make that a crime, of course, to try to prevent those
9 kinds of conduct inside prisons. One of my fellow
10 legislators did pass that, and it was signed by our
11 governor, Matt Blunt, this year. So I was pleased to
12 see that.

13 So I realize now that I'm Director of the
14 Department of Corrections that as a state legislator,
15 I was sort of in a 30,000 foot snapshot view of the
16 Department of Corrections. And so I'm very pleased
17 today that you are looking into our most valuable
18 resource in the Missouri Department of Corrections,
19 and that is are employees. And even though we have
20 over 11,000 employees, we have a good structure and
21 management.

22 I really hope that you look at our front
23 line employees, our correctional officers, and that
24 doesn't exclude the cooks and maintenance folks, even
25 the caseworkers that have that direct contact, the

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1 direct care access that provide the safety for the
2 citizens of this state of Missouri, safety for the
3 inmates that have been convicted of a felony and we're
4 in care and custody of, and a very tough job they do.

5 Now, they are trained professionals. They
6 have four weeks of training after they go through a
7 screening and employment process. Each year every
8 employee in the Department of Corrections has forty
9 hours per year of recurrent training. And I say
10 recurrent. Part of that's recurrent in new issues.
11 I'm working on enhancing career development as part of
12 our additional curriculum on that.

13 But Missouri is challenged with the growth
14 of our system. Back in 1983 we had about 5,000
15 inmates incarcerated in the state of Missouri. Now
16 just a little over twenty years later we have over
17 30,000 inmates incarcerated in the state of Missouri,
18 and we're also responsible for anywhere between sixty
19 and 70,000 felons that are on community corrections or
20 supervision of our probation programs. We're
21 responsible for that too. These are the folks that
22 are living amongst them, some of you sitting here
23 today that we're responsible for. We take our job
24 very, very seriously.

25 We have twenty -- we have twenty prisons.

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1 Closed one last year due to budget constraints, and so
2 our prison system is pretty full. We went -- in 1994
3 we ranked 18th in the rate of incarceration in the
4 nation. By 2004, just ten years later, Missouri had
5 moved up to eighth in the national ranking. So we've
6 had to grow. Our employees' population has grown,
7 have over 11,000 of them. I mentioned over 8,000 of
8 them are in the Division of Adult Institutions or the
9 prison systems alone.

10 So career advancement and continuing to
11 find new and qualified employees has been and is a
12 challenge, but they rise to that. Pay is low. All
13 our state employees are paid low in Missouri. In
14 fact, a local government magazine just mentioned that
15 we were 50th out of fifty states in pay. That's for
16 all state employees, and I would guess that our
17 correctional officers don't fare a bit better than
18 that. My guess would be -- I haven't -- you know,
19 figures change, but they're probably fifty out of
20 fifty also.

21 But I would like to recognize the great job
22 they do. In September each year we have -- each month
23 we have an employee of the month. Adrian Barnes, if
24 you would stand, was our September -- October, excuse
25 me, October employee of the month. He is a functional

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1 unit manager, actually known as a FUM affectionately,
2 as a FUM at Missouri Eastern, which is close to here
3 in Pacific, Missouri. It's a lower level institution.
4 The average stay for the inmates are about six months.

5 But he arrived at this situation after some
6 bad things that had happened. One of the inmates had
7 assaulted one of our officers and the inmate was
8 actually bleeding, and he was HIV positive. That
9 situation, he was put back in his cell. Our
10 correctional officer was treated, and as per policy
11 our medical staff needed to draw a blood sample of the
12 offender to see if they had hepatitis or other
13 infectious disease.

14 The offender became -- the inmate became
15 increasingly agitated, had a -- had a cup of urine
16 that he was threatening to throw, spit, bite, and
17 assault whoever came in there. And the nurse, she
18 knew it was difficult enough to draw blood when people
19 were willing when you're HIV positive.

20 So as per regulation our emergency squad
21 suited up with special gear to protect themselves from
22 body fluid. They were pretty nervous about this, but
23 the social superintendent called Adrian Barnes, who
24 was known for great communicative skills. In fact, he
25 had a calming effect on the inmates and been very

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1 successful in working on them. And just a short time
2 before he had actually been trained on hostage
3 negotiation.

4 Adrian came into the situation without
5 knowing all the history that I just gave you, and
6 there was an open food port there, and he began
7 talking and calming this inmate, and the good thing
8 is, as Adrian said, the guy finally got some sense and
9 agreed voluntarily to let the blood be drawn and
10 without any further incident. Our officer wasn't
11 injured very much, and that's a good outcome. That is
12 the tough things that our officers face every day.

13 I met -- I met a lady, Sergeant Catherine
14 Miller, if you would stand up, at Bonne Terre just a
15 couple months ago. She's a three and a half year
16 tenured employee with the Missouri Department of
17 Corrections, and I was actually asked to meet her by
18 her lieutenant, her immediate supervisor, because he
19 thought he and her were being treated unfairly by some
20 of our other staff.

21 Actually, a staff grievance, part of my job
22 too. I'm not -- I'm a very hands-on person and I'm
23 learning, so I traveled and met with them and listened
24 to their grievance, and in passing, the reason I
25 brought her here today, she's had no recognition. The

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1 lieutenant said, "Oh, yes, and she broke up an
2 assault," and immediately I'm concerned about safety
3 of everybody at prison, our employees as well as the
4 inmates as well as the citizens we're charged with
5 keeping safe.

6 I questioned that and I remember the
7 incident, but I didn't know -- I didn't know it was
8 her. I didn't even remember that it was a lady that
9 broke this up, but an inmate, this is a level five,
10 very serious offenders, very dangerous folks here, and
11 one of them had lured one of our correctional officers
12 in the back, assaulted him, succeeded in stunning him,
13 pretty much incapacitating him at least momentarily.
14 Another officer came to his defense, but was losing
15 the battle so to speak, and she came and broke it up.

16 And I looked at this lady and I just talked
17 to her, and she's got a great demeanor. I'm kind of
18 like "Did you use pepper spray?" And I'll never
19 forget the look on her face. I guess she thought that
20 she couldn't do her job. She said, "Well, they were
21 spraying pepper spray all over the place, but it
22 wasn't effective." She really didn't go ahead and
23 tell me the rest of the story, but from what I hear
24 that our officers are well-trained and she took
25 control of the situation, and in this case no one was

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1 real seriously hurt.

2 But it's a challenging job. Because at the
3 same time we expect them to implement our Missouri
4 Reentry Process. I'm told by national leaders that
5 Missouri is leading the country in our reentry
6 process, which does recognize the fact that 95 or we
7 think maybe 97 percent of our inmates will go back out
8 into society, and we should pool all our state
9 resources towards a home plan of preparing them to go
10 back in society.

11 Then making sure they are successful in not
12 committing another crime and committing another circle
13 of victims around them as they -- as they become a
14 higher-level felon. So anyway, she has to change
15 gears real quickly to protect her fellow officers and
16 herself and yet be responsive to the inmates' needs.

17 Not all of these stories come out quite as
18 well. In September I got an E-mail from Charles
19 Fleming, a CO-1 at Farmington. He had -- he had been
20 called in where we had an offender that had assaulted
21 another officer, and actually made contact with this
22 offender. Now, he's my age, about within a year of my
23 age. I looked it up, and when he went in the officer
24 went low as we would say in football, took out his
25 knee and broke his leg in several places.

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1 In September he E-mailed me and said he had
2 been off four months, had used up most of his sick
3 leave, been through three operations, was most likely
4 to have another one or more to repair nerve damage,
5 but he wasn't complaining. He was proud -- he was
6 proud of his job, but what he was complaining about
7 and wanted to see if I could do anything about was
8 during these four months the inmate that had assaulted
9 him hadn't been charged by the local prosecutor, and
10 he was a little concerned that we were more caring
11 about inmates than we were our employees. Difficult
12 situation.

13 I've got three -- and these are my last
14 ones that I'll mention here, but I've got three
15 officers that obtained our highest reward. If you
16 would stand up, this is the Award of valor, and
17 they're Officer Benjamin Cosgrove, Officer Lance --
18 and I'm sorry, I should have written it down. Looking
19 at my scribbly notes here. I'm sorry. I don't have
20 your first name and don't remember, and Officer Travis
21 Berkert.

22 Officer Berkert was assaulted by several
23 inmates at Potosi, which is another one of our maximum
24 security prisons, and actually was surrounded and not
25 faring very well when the other two officers

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1 responded, and they were immediately assaulted by a
2 number of inmates.

3 I mean, when you put this in context, in
4 all of our prisons we are working with our officers
5 outnumbered between fifty and 150, and we keep peace
6 and we do communicate and we do try to do this. If
7 they turn violent, this is what our folks take. They
8 worked together, back to back, and used their training
9 and managed to actually fight their way out of this.
10 Travis, Officer Berkert, did sustain a concussion, a
11 broken wrist, and a broken nose in this, but they were
12 awarded the Award of Valor for -- for saving each
13 other.

14 Case after case of times when our officers
15 are in jeopardy. But on the other side of this, since
16 I've been director just since the first of the year,
17 by the way, I have given out numerous Lifesaver
18 Awards, and the bulk of these Lifesaver Awards are our
19 officers acting quickly to save a life of an offender.

20 There were 38 incidents I think involving
21 81 of our employees. Let me read here. Yeah, there
22 were -- there were eighteen Heimlich maneuvers. Some
23 of those where they were choking on food, also could
24 be when they were choking on balloons that are
25 containing drugs that are passed by mouth from visitor

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1 to inmates in the visiting rooms.

2 And anyway, there were eighteen Heimlich
3 maneuvers, several suicide attempts where they
4 actually cut down people who use their bed sheets to
5 take their life. Seven CPRs, and other rescues from
6 assaults and falls and other means of offenders.

7 And I guess the point I try to make is that
8 our officers deal with conflicting personalities in
9 prisons. They deal with the ones that are weak and
10 are preyed on by other inmates. They deal with strong
11 that want to be stronger. They deal with people that
12 wish to harm them. They deal with people that wish to
13 escape so they can do harm to citizens. They deal
14 with people who just don't really want to be there and
15 would like to obtain our help to come back into
16 society successfully. And yet they have to support
17 each other.

18 One moment they're defending themselves.
19 One moment they're defending another offender, another
20 inmate, and then we are saying you've got to implement
21 these programs. You've got to make sure these people
22 get their GED. You've got to make sure they have a
23 good home plan. You got to make sure they are allowed
24 to go out on work release or go out on vocational
25 training so that they can become good citizens. It's

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1 a tough job, and they do a great job of it.

2 I might mention one thing that I thought
3 about on Sunday here, I guess, just to close. I was
4 actually in Sunday school class, and I'm not going to
5 preach to you or anything, but our book was "Being
6 holy in an unholy world." I thought this was kind of
7 unusual, following God's example how can I be more
8 godly?

9 I'll just read you one verse that's out of
10 Ephesians. Above it says implementing continuing
11 change. And Ephesians four, verse 28 says, "The thief
12 must no longer steal. Instead, he must do honest work
13 with his own hands so that he has something to share
14 with anyone in need."

15 This doesn't necessarily pertain to our
16 employees, but it takes our employees to implement
17 that, but I think that sums up a lot of what my
18 philosophy was before I was Director of the Department
19 of Corrections as a legislator.

20 And when I mention thieves, we have people
21 that have committed all kind of crimes in prisons, but
22 a snapshot, eighty percent of them coming in the front
23 door have an identifiable substance abuse problem.
24 Ten to eleven percent of them are seriously mentally
25 ill, and many of them are charged with crimes of

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1 theft, burglary, and maybe more violent things, but
2 they were in the process of doing this to earn their
3 keep the best way they knew how or the way they chose
4 to do I guess I should say.

5 And I did feel strongly before I was
6 director that we needed more resources to teach them
7 work skills, to teach them trades to make sure they
8 keep busy, and I think -- I hope some of you and the
9 press and anyone gets the time to talk to any of our
10 officers. We're an open book in the Department of
11 Corrections.

12 They will tell you their thoughts too, and
13 I haven't talked to them about this, but they'll tell
14 you that idle time is not good for inmates. And we're
15 very proud and we have seventeen vocational jobs in
16 Missouri Department of Corrections, but we have 30,000
17 plus inmates also. So even though we're proud of the
18 jobs we have, there's not enough to go around. We
19 give them jobs, but these are meaningful jobs where
20 they go to work and actually get paid to do that.

21 Thank you for your time. Thank you for
22 your attention. I know you've got a tough job. I
23 hope you do it diligently because it's important.
24 It's important for the public safety of the state of
25 Missouri and the United States.

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1 MR. KATZENBACH: Thank you very much,
2 Commissioner. Appreciate you coming up. We'll begin
3 our first panel then.