



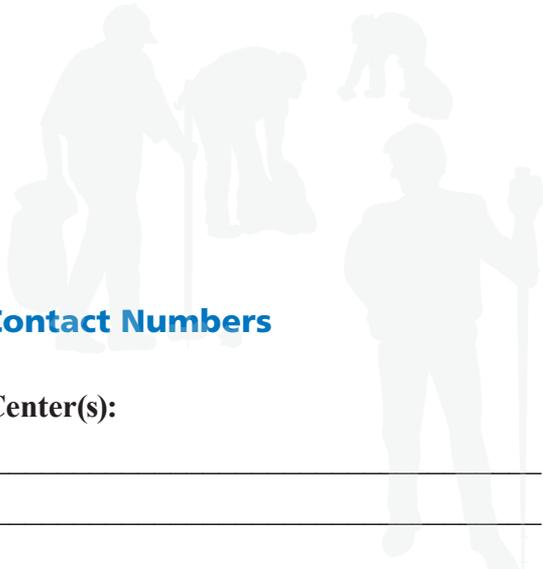
A Guide for
Supervision
of Incarcerated
Work Crews

Incarcerated Personnel

Work Release Program Manual



Third Edition



Important Contact Numbers

Correctional Center(s):

Missouri Highway Patrol:

Central Office:

(573) 751-8433 or (573) 291-1141

if no answer try

(573) 751-2855 or (573) 751-8647

and then if no answer dial "0" and speak to the attendant

Table of Contents

Purpose of the Program	1
Prohibited Inmate Work Activities	1
Guidelines for Determining Who is Eligible	2
Role of MoDOT Supervisors	3
Supervisors Shall.....	3
Supervisors Should.....	4
Supervisors Shall Not.....	4
Supervisors Should Not.....	5
Using Inter-Office Communications.....	5
Dealing With Certain Situations	5
Accidents.....	5
Disruptive Inmates.....	6
Escape.....	6
Sick Inmates.....	7
How to Obtain Assistance	7
General Inmate Rules	8
All in a Day's Work - Handling an Inmate Crew	9
Cancellations.....	9
Crew Size Change Notice.....	9
Drop Off.....	10
Inmate Meals.....	10
Items Found Along Roadway.....	10
Pick Up.....	11
Mail.....	11
Photographs.....	11
Port-A-Potty.....	11
Rest Breaks	12
Searches	12
Suspicious Vehicles	12
Transport Vehicle	12
Work Coding	13
Work Supplies	13
Handbook Acknowledgement Form	14

Purpose of the Program

The Incarcerated Personnel Work Release program is a joint effort between the Missouri Department of Corrections (MDOC) and the Missouri Department of Transportation. This program allows inmates who are nearing their release time valuable job training, while also allowing MoDOT to accomplish tasks that otherwise may not be completed.



The purpose of this manual is to provide policies and guidelines for a successful work release program. Policies are defined where the words “shall” or “do not” are used, whereas guidelines are defined by the word “should.” This manual reflects a statewide baseline level of expectations for supervision of incarcerated crews. Districts may have additional policies their employees are expected to follow.

Failure to follow one or more of these expectations may lead to disciplinary action up to, and including, termination.

Prohibited Inmate Work Activities

The following work activities are prohibited for incarcerated personnel, unless prior written approval is obtained from the state maintenance engineer.

- Burning of any kind
- Mingling of inmates and MoDOT crews except for supervision, necessary equipment operations and landscape projects
- Inmate crews from different institutions shall not work on the same detail
- Operation of riding equipment
- Roadway, shoulder, bridge surface, striping, signing or signal operations
- Trash separation
- Work in interstate rest areas. Rest area shall not be closed specifically to allow incarcerated crews access.
- Work in roadside parks, scenic overlooks or pool parking lots unless the entrance or work area is physically blocked and closed to the public the entire time inmates are within the boundaries

Guidelines for Determining Who is Eligible to Oversee Incarcerated Crews

Only employees who have attended the Missouri Department of Corrections annual training program will be allowed to oversee incarcerated crews. In addition to required MDOC training, the following guidelines will be followed **in determining who is eligible to oversee incarcerated crews.**

- Employees assigned to oversee incarcerated crews should be an intermediate maintenance worker or above.
- A maintenance worker, who is MDOC trained may, under the direct guidance of a trained, experienced intermediate maintenance worker, oversee incarcerated crews for the purposes of cross-training and employee development. **In these instances, the intermediate maintenance worker should regularly visit the work site.**
- Permanent part-time employees and temporary part-time retirees of intermediate maintenance worker and above may oversee incarcerated crews. However, seasonal and other wage employees will **not** be allowed to oversee incarcerated crews.
- Employees on modified duty assignment may oversee incarcerated crews provided they are MDOC trained and intermediate maintenance worker or higher job title. Suitability of an employee for this type of modified duty assignment will be determined on a case-by-case basis.
- No more than eight inmates, and no less than two, will be assigned to a crew.
- Responsibility for overseeing incarcerated crews will be a voluntary assignment, except when there are not enough volunteers available within the area. In the case of a mandatory job assignment, all maintenance employees in the particular area, who are MDOC trained and an intermediate maintenance worker or above, will be assigned the task of overseeing incarcerated crews on a rotating basis.
- At their discretion, districts may designate certain maintenance positions (i.e., intermediate maintenance worker) **as being primarily assigned to** overseeing incarcerated crews.

- The state maintenance engineer must approve waivers of these guidelines.

Role of MoDOT Supervisors

The role of MoDOT supervisors in this program is crucial to its success. A good supervisor should be firm, but fair, consistent and objective. Please read the following information carefully.



Supervisors Shall...

- Treat all inmates equally, fairly and with respect; show no favoritism or prejudice.
- Respect inmates' civil rights.
- Regularly review the inmate handbook and other rules.
- Ensure all MoDOT employees working around the inmates are informed of the inmate guidelines.
- Do everything possible to ensure the safety of all members of the work team.
- Seek help, if needed.
- Cooperate with MDOC officials who stop by the work site for inspections. Ask for proper identification from the MDOC officials.
- Have had MDOC training, and be re-trained at least every year.
- Keep inmates separated from the public.
- Keep your personal items separate from inmate items. If you are not using the items, remove them from the work vehicle before the day begins.
- Keep up-to-date law enforcement, emergency, MoDOT and MDOC phone numbers handy.
- Ensure the inmates follow the rules in the inmate handbook and in this guide. Any infraction of these rules shall be reported on an inter-office communication and turned in to the institution. A copy should be retained for documentation purposes.
- Monitor any inmate using equipment to ensure the equipment is operated safely.
- Ensure you are not separated from the group with an inmate.
- Expect inmates to follow all your orders.

- Report any inmates who do not follow orders.
- Report any accidents requiring hospitalization, escape, weapons found by crew, or other critical unusual events to the Central Office. Please be certain to reach someone.
- Keep detailed daily documentation on the following:
 1. Accidents
 2. Anything unusual
 3. Disciplinary actions
 4. Head counts
 5. Time in and out
 6. Training given to inmates
 7. Van checks
 8. Work locations/times

Supervisors Should...

- Expect inmates to try to take advantage of MoDOT employees. Remember, these people are convicted felons.
- Expect occasional unannounced visits to the work site from supervisors of the inmate release program.
- Rotate crews whenever possible, or change crew supervisors; change work locations frequently, if possible.
- Be trained in CPR and First Aid.
- Keep the group in close proximity; the supervisor should be able to always verbally address all inmates.
- Make sure your orders are within reason, and do not compromise the safety of the inmate crew.
- Periodically check personal vehicles while working on MoDOT lots to be certain they are secured

Supervisors Shall Not...

- Have any intentional physical contact with the inmates and ensure there is none between inmates.
- Stretch out work detail too far.
- Get personally involved with an inmate that is currently working, or has worked, on an incarcerated crew; this is a conflict of interest.
- Discuss family, personal/private matters, wages, other MoDOT employees, or MDOC employees and their families with inmates.
- Get involved with the inmates' personal stories.
- Accept phone calls from inmates. If an inmate contacts you, contact your supervisor and the institution.
- Accept anything from the inmates.
- Purchase anything for inmates.

- Give inmates anything, even as minor as a piece of gum or a cigarette.
- Allow inmates to not perform their assigned work tasks. If they don't want to work, they should go back to the institution.
- Allow inmates to stay in the transport vehicle, for any reason.
- Allow inmates to give orders to other inmates.
- Permit horseplay -- remind inmates that horseplay is a safety hazard and that violators will be reported to the institution immediately and picked up by MDOC personnel.
- Leave inmates unattended to enter a public place.

Supervisors Should Not...

- Tell inmates where they will be working on following days.
- Work across traffic lanes from the transport vehicle.
- Become so involved with the project that you are distracted from your primary task of supervising the crew.
- Let a situation get out of control; deal with any problems when they occur.

Using Inter-Office Communications

Supervisors should use IOCs to report anything to the institution. IOCs can be used to document both positive and negative information about an inmate. They may be on a standard form or letterhead or may simply be written on a piece of paper. A copy of the IOC should be kept for the MoDOT supervisor's records. IOCs should be addressed to the functional unit manager at the institution. Let the investigator determine if the incident reported is a concern or not. Refer any requests for recommendations or other documentation pertaining to individual offenders to the institution. Briefly state the incident being reported. Sign the IOC at bottom of statement.

Dealing with Certain Situations

No matter how prepared a supervisor may be, there are still certain situations that will need immediate attention. This section will help inform and prepare supervisors for these types of situations.

Accidents

Care for the injured first! If bodily fluids are involved, MoDOT em-

employees or inmates assisting the injured **shall wear gloves** or have a suitable barrier to avoid contact with body fluids.

In life-threatening circumstances, contact your supervisor, the institution, and the district office and call for an ambulance to transport an inmate to a medical facility. If the injury is not life- or limb-threatening, the institution may elect to care for the inmate with in-house medical resources. If this might be the case, contact the institution through your supervisor or district office.

For minor injuries, the MoDOT employee may elect to continue the work detail until the conclusion of the day. However, if the inmate requests additional medical attention, the MoDOT employee shall contact their supervisor, MDOC, or district office for assistance.

The MoDOT employee shall fill out a Department of Corrections Accident Report Form (MO 931-0426) for **all** injuries witnessed or reported to the MoDOT employee. This form shall be turned in when dropping inmates off, unless requested earlier by the institution. The information on the sample report highlighted in blue will be filled in by the MoDOT employee. Those items highlighted in pink are for the institutions use. Only persons who visually witnessed the accident shall sign as a witness. **DO NOT sign your name as a witness unless you actually saw the accident.**

Disruptive Inmates

Inmates who won't work, are too personal or disruptive, use offensive language, won't take orders, or that violate any of the inmate rules shall be reported to the institution using an IOC or any other written note. Document any verbal warnings to inmates.

Problem inmates **will not be tolerated**. Communicate with the work release coordinator at the institution regarding inmates that do not cooperate.

Escape

Under no circumstances shall a MoDOT employee try to stop an escape attempt. The inmate may be verbally discouraged from leaving, but no physical action shall be taken by the MoDOT employee. The MoDOT employee shall direct their attention to the remaining



inmates, keeping them assembled. The MoDOT employee shall contact the institution, local law enforcement, or the MoDOT contact (supervisor or district office) and report the escape attempt. The chain of notification should be mutually agreed upon by the institution and the district. The MoDOT employee will give the following information: location of the crew at the time of the escape attempt, number of inmates involved, registration numbers of the inmates involved, method and direction of travel. The MoDOT employee will monitor communications and provide additional information, as requested.

Sick Inmates

If at all possible, sick inmates should remain with the crew for the day. If an inmate becomes too sick and is not able to work, the MoDOT employee shall contact their supervisor, or call the institution directly so the inmate can be picked up by the institution. If the inmate can continue to work, but at a reduced pace, the MoDOT employee may use discretion whether to work the inmate or have the inmate picked up.

How to Obtain Assistance

If you need assistance, try these radio procedures first. If they do not get the desired results, simply state what you need. The work release supervisor should contact their immediate supervisor, or appropriate contact, who will then contact the investigator at the institution to convey the situation. The supervisor acts as communicator between the institution and the MoDOT employee with the inmate crew. If the supervisor can-



not be reached, contact the district office.

Discretion should be used when talking on the radio about inmate concerns. Remember that citizens have scanners that monitor our radios. A cellular telephone is strongly recommended to be included for outfitting a work release crew.

The following radio codes should help in consistent performance.

Situation	Transmission	Meaning
Escape:	Code 17	Urgent, Rush
	Code 21, (institution)	Call (institution) by telephone
	Code 54	Law officer needed
	1 Run	One inmate trying escape
	Registration	Registration number
	Code 20	Specific location
	Await response	Wait
	<i>Give additional information such as method of travel and direction.</i>	
Accident/ Injury:	Code 50, worker injured J-1 J-2 J-4 <i>Minor Serious Fatal</i>	Accident, worker injured
	Request necessary assistance	
	Code 21, Institution	Call institution by telephone
	Code 20	Be specific
	Await response	Wait
<i>Give additional information as requested.</i>		
Late returning:	Code 80, (institution), time	Advise (<u>institution</u>) I will arrive at <u>time</u> .

General Rules for Inmates

Now that supervisors understand what is expected of them in this program, there are some general inmate rules MoDOT supervisors should follow.

- If the institution does not allow it, neither does MoDOT.
- Inmates are not allowed to converse with the general public, or with any MoDOT staff not directly involved with the work detail.

- Inmates are not permitted in MoDOT offices.
- Inmates shall be closely supervised at all times while working in buildings.
- If the institution does not allow inmates to carry personal items (lighters etc.) back into the institution, MoDOT will not store any items for them.
- Inmates are not allowed to make telephone calls or talk to the public.
- Inmates are not allowed to go into public places, including drive-through windows; and they are not allowed to purchase anything.
- Inmates are not to have money of any kind.
- Inmates should only minimally be allowed in or around the buildings.
- Inmates are not allowed to operate any licensed vehicles or farm tractor, at any time.
- Inmates are not allowed to leave the institution with anything, or bring anything back. This is contraband and will cause the inmate to be reprimanded.
- Inmates are not to alter, deface, damage or destroy any private or state property, at any time.
- Inmates shall not operate equipment until they have been shown how to properly operate it.
- Each inmate shall sign the safety rules form (MO 931-1294) prior to operating any powered equipment.
- Inmates should review and sign the institution's safety checklist (if required) before operating a chainsaw, line trimmer, mowers, or any other equipment.

All in a Day's Work - Handling an Inmate Crew

Security of Personal Vehicles Parked at MoDOT Facilities.

All personal vehicles parked at MoDOT facilities where Missouri Department of Corrections inmate crews are or may be working shall be locked with the keys removed and any weapons or ammunition stored out of sight.

Cancellations

The institution should be given as much notice as possible, if the crew cannot be picked up as scheduled.

Crew Size Change Notice

The institution should be given 24-hours notice, whenever possible, on the change of the crew size to allow the institution to make arrangements.

Drop Off

Drop-off time and location will be mutually agreed upon by MoDOT and the institution. Drop-offs should be avoided during a count, if this creates a difficulty for the institution. If the pre-arranged drop-off time cannot be met for any reason, the MoDOT employee shall notify the institution and give an estimated time-of-arrival and reason for the late arrival. Prior to drop off each day, the inmates should be asked to empty pockets and check themselves for any tools, etc. which would be contraband. This is for the inmate's benefit. Any IOCs, mail, or other pertinent information should be turned in at the end of each day. Refer to IOCs for additional information. MoDOT-provided equipment or apparel is considered contraband and shall not be carried into the institution. This includes sunglasses, safety glasses or hats.

Inmate Meals

Inmate meals are provided by the institution. Any complaints are to be handled by the inmates, through the institution's internal grievance procedure. Lunch will be 30 minutes. Do not share your lunch, or purchase snacks for inmates. The institution shall provide any drink other than water; however, MoDOT may provide Gatorade. Food rewards generate problems. Special arrangements regarding feeding of an inmate crew during emergency operations such as sandbagging during a flood, can be made if the crew is to return to the institution after their normal mealtime has passed. If this situation occurs, all inmates should get the same meal.

Items Found Along Roadway

Inmates shall not be allowed to collect items picked up along the roadside. Properly dispose of all items picked up. Any suspicious items found shall be left in place and the supervisor contacted. If an inmate has picked up the object, have the inmate set it back down. Objects are to be handled as little as possible. Inmates shall not drink or handle any alcoholic products found on the roadsides. Dispose of alcohol immediately.

Any money found by an inmate shall be turned in to the road fund per MoDOT policy. Money that is found shall not be used to provide "treats"

or food items for the crew. In no case shall the inmate be allowed to keep this contraband. No exchange of money will be allowed between inmates or MoDOT employees. The MoDOT employee shall not accept or hold money, valuables, or personal items for inmates.

Pick Up

The pick-up point and time will be mutually agreed upon by the institution and MoDOT. Give as much notice as possible, preferably at least 24 hours, to change pick-up time. The MoDOT employee will be given an outcount order list of inmates for the day, when picking up the inmates. A copy of the inmate ID card will also be given to the MoDOT employee. All inmates shall be dressed in appropriate attire. Appropriate gloves and footwear shall be worn and supplied by the institution or MoDOT.

Mail

Inmates shall not mail anything, under any circumstances. The MoDOT employee shall not mail anything for, or receive mail for, an inmate. Any mail given to a MoDOT employee by an inmate to mail, or mail that is received by a MoDOT employee for an inmate, shall be retained and turned in at drop off to the institution. However, if the inmate becomes hostile in an attempt to retrieve the mail, the MoDOT employee is to return the mail. The inmate shall then be reported using an IOC.

Photographs

All requests from the media to interview or photograph inmates shall be cleared with the Department of Corrections before the media is allowed to have contact. Photographs should not identify inmates. The MoDOT employee must convey this to photographers. It is recommended that written approval be obtained from the institution, for MoDOT records.

Port-A-Potty

Each district has the option of renting a port-a-potty for the inmate crew(s). This will be a decision mutually agreed upon by the district and the institution. The inmate supervisor shall ensure the person servicing the unit does not come in contact with the inmate crew, at any time. Keep them separated, as with any other member of the public. The port-a-potty will be serviced once weekly. The inmate supervisor

shall check the unit after it has been serviced. Random and frequent inspections shall be made for contraband in the port-a-potty. Inmates shall not use public restrooms at anytime, or restrooms in MoDOT facilities, if a port-a-potty is provided by the district. It should be locked at night.

Rest Breaks

Inmates will be allowed a 15-minute break every two hours of work. Use judgment concerning break frequency and duration in extreme weather.

Searches

There shall be no searches of inmates by MoDOT employees or by other inmates. If the MoDOT employee feels that an inmate is hiding something, contact the institution for their assistance.

Suspicious Vehicles

The MoDOT employee should record the license plate of any vehicle that frequents the work site or is suspicious in some manner. Frequent passes by the same pedestrian should also be regarded as suspicious. These incidents should be documented and reported to your immediate supervisor. If necessary, the supervisor will contact the institution and report the incident and license number of the suspicious vehicle.

Transport Vehicle

The transport vehicle shall be cleaned out daily and thoroughly washed weekly. Random inspections for contraband shall be made, and documented. Contraband is any non-MoDOT property. No deadly weapons, dangerous instruments, unauthorized drugs or controlled substances are allowed in the inmate's possession or in the inmate vehicle, at any time. Use of Missouri State Highway Patrol dogs for periodic inspections of vans is permitted, and recommended. Smoking will be permitted in the transport vehicle under the same guidelines as for MoDOT personnel. Inmates shall provide their own cigarettes. Lighters are OK, but matches are contraband.

Work Coding

MoDOT employees shall charge his or her time as if working in the crew. The inmate's time is charged to the activity for the work performed. The MoDOT inmate supervisor is responsible for reporting

inmate coding and reporting equipment coding and mileage hours to assigned area on a daily basis.

Work Supplies

The following items will be provided by MoDOT.

- All materials
- Ear plugs
- First-Aid kit and supplies
- Insect repellent
- Personal protective equipment
- Port-a-potty and toilet paper
- Rain gear (if required)
- Rubber boots, as required
- Safety glasses
- Safety hats - bright orange (if required)
- Tools and equipment
- Transport vehicle
- Vests (may be different color than supervisors)
- Water cooler and cups
- Work gloves



The following items will be provided by the institution or inmate. Any of these items left in the transport vehicle overnight are considered contraband.

- Approved outerwear
- Coats
- Outcount list
- Sack lunches
- Shots, current immunizations
- Sunscreen (can be provided by MoDOT if small packets are used and included in First-Aid Kit)
- MoDOT may provide Caps, stocking caps, or coveralls as needed.

Missouri Department of Transportation Employee Handbook
ACKNOWLEDGMENT

I hereby acknowledge having received my personal copy of the Missouri Department of Transportation Incarcerated Personnel Work Release Program Manual, and fully realize that I am obligated to read it and become familiar with it as a condition of my employment. Further, I understand that failure to comply with the rules and regulations set forth in this publication may result in disciplinary action or dismissal.

Employee Signature: _____

District: _____ Division: _____

Date: _____

Detach here

State Maintenance Engineer

Jim Carney (573) 751-8648
P.O. Box 270 Jefferson City MO 65102

District 1 Don Wichern (816) 387-2350
3602 N. Belt Hwy., St. Joseph 64506

District 2 Dan Niec (660) 385-3176
902 N. Missouri St., P. O. Box 8, Macon 63552

District 3 VACANT (573) 248-2490
1711 South Hwy. 61, P. O. Box 1067, Hannibal 63401

District 4 Beth Wright (816) 622-6500
600 N.E. Colbern Rd., Lee's Summit 64086

District 5 Roger Schwartz (573) 751-3322
1511 Missouri Blvd., P. O. Box 718, Jefferson City 65102

District 6 Ed Hassinger (314) 340-4100
1590 Woodlake Dr., Chesterfield 63017-5712

District 7 Rebecca Baltz (417) 629-3300
3901 E. 32nd St., Joplin 64804

District 8 Kirk Juranas (417) 895-7600
3025 E. Kearney, M.P.O. 868, Springfield 65801

District 9 Tom Stehn (417) 469-3134
910 Springfield Rd., P. O. Box 220, Willow Springs 65793

District 10 Mark Shelton (573) 472-5333
2675 N. Main St., P. O. Box 160, Sikeston 63801

Thanks to:

Blake Noel
Chris Shulse
Roger Hoover
John Oehring
Harvey Gilbert
Dan Sherbo

Revised 3/07



**1-888 ASK MODOT
(275-6636)**

www.modot.org