



MISSOURI STATE  
**PENITENTIARY**  
1836 ★ 2004

February 2024 | Historic Preservation and Tourist Destination

# MASTER PLAN

**PCAV** DESTINATIONS

John G. Waite Associates, P.C.  
**Architects**



# FIRST FLOOR PLAN - CELL BLOCK

(EAST FLOOR CELL IS TYPICAL OF SECOND AND THIRD FLOORS)  
UNITED FOR GENERAL JUDICIAL AND POLICE PURPOSES



Architect designed handle device  
that could be used with a "key" system  
"key" was made to resemble the door  
which would allow access to hallway.

## STAIRS

Ascending Passage, Stairway, Passage, Only used  
in case of an fire alarm - 100 ft. tall.



NO.	NAME	ROOM
1		
2		
3		



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# INTRODUCTION







## **MASTER PLAN PURPOSE AND GOALS**

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## **MISSOURI STATE PENITENTIARY**

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# MASTER PLAN PURPOSE AND GOALS

Since 1836, the Missouri State Penitentiary has played an important role in the history and development of Jefferson City and the State of Missouri. This plan outlines the next chapter of that story.

## MASTER PLAN SCOPE

Develop a long-term plan and recommendations to preserve the historic integrity of the former Missouri State Penitentiary and to develop the site as a tourist destination for the benefit of Jefferson City and the State of Missouri.

Tours have been operating since 2009 and demonstrate a demand by the public.

Expanded access to the site and enhanced tourist destination elements will maximize the potential as a destination and foster economic development.

1. Preserve architecturally significant structures of Missouri State Penitentiary.
2. Educate the role of the Missouri State Penitentiary in the history of Jefferson City, Missouri and the United States.
3. Earn revenue to help offset ongoing costs of operations and maintenance.
4. Free-up portions of the site for development.

## STRATEGIES

### Tourist Destination

- Create “must see” experiences that appeal to a broad audience.
- Provide conditioned spaces for year-round attendance.
- Offer a general admission self-guided tourist destination/experience with various upcharge opportunities.
- Create infrastructure for and market as a private event venue.
- Develop an events/programming calendar.
- Leverage synergy with tourism to Capitol museum campus.
- Partner with criminal justice programs.

### Preservation

- Restore Exterior and rehabilitate interior of Housing Unit 1 for new visitor entrance and museum.
- Preserve Housing Unit 3 and Housing Unit 4 for access and interpretation, with selective restoration of significant features and finishes.
- Relocate Gas Chamber to southeast portion of site and restore for access and interpretation.
- Preserve centennial cells and other archeological features.
- Preserve walls and guard towers.





MISSOURI STATE  
PENITENTIARY

WILLIAM WOODRUFF  
MISSOURI  
WILLIAM WOODRUFF  
MISSOURI

PLANT WITARY  
TOURS: SEE HERE  
AUGUST  
WEEK  
2N  
3N  
4N  
5N  
6N  
7N  
8N  
9N  
10N  
11N  
12N



# MISSOURI STATE PENITENTIARY HISTORY AND SIGNIFICANCE

Since 1836, the Missouri State Penitentiary has played an important role in the history and development of Jefferson City, the State of Missouri, and the nation. The prison housed inmates for 168 years and was the oldest continually operating prison west of the Mississippi until it was decommissioned in 2004. Now the Jefferson City Convention & Visitors Bureau offers a wide variety of tours at the site, once named the "The bloodiest 47 acres in America" by Time Magazine.

When the Missouri State Penitentiary opened in 1836, it became the first state penitentiary to be built west of the Mississippi River; it also established Jefferson City as the permanent capital of the young state of Missouri. Ever since, the history of the city and the penitentiary has been closely intertwined, as the successful administration and expansion of the state penitentiary and its convict-leasing industries through the 19th and 20th centuries provided a strong economic foundation for the growth and development of Jefferson City as well as the state of Missouri. From its original design by John Haviland, a British architect who was the most experienced prison designer in the world, to the penitentiary's significant role providing for the needs of the southern as well as the northern states of the Union during and immediately after the Civil War, to the State's quick and successful response to the violent and destructive riots that brought national notoriety to the site almost 100 years later, the Missouri State Penitentiary has persisted as a source of civic pride—a real and powerful expression of the authority and power of the state and its commitment to guaranteeing the safety and security of its citizens.

Throughout its history, the buildings and grounds of the Missouri State Penitentiary were constantly changing, and new cellblocks were frequently constructed using local materials and prison labor to alleviate overcrowding and improve living conditions as the prison population increased. The prison complex grew in acreage every decade from its inception until the 1930s; by this time, almost 5,000 inmates were housed at the penitentiary. A significant expansion was begun in 1937 using federal funding provided by the Public Works Administration. That same year, the State of Missouri passed legislation to construct and use a gas chamber on site to administer capital punishment. Subsequent improvements over the next few decades consisted of security upgrades within cellblocks and at guard towers on the perimeter walls. By the mid-1970s, racial integration at the



penitentiary had finally been achieved, but facilities had become outdated and were in poor condition. After the penitentiary was decommissioned in 2004, many non-historic additions and 20th century industrial structures were demolished; in 2019, a category EF3 tornado did additional damage to the site. Since 2009, efforts to stabilize the site and provide guided tours on a limited-seasonal basis have been done in cooperation with the Jefferson City Visitor and Convention Bureau, which has offices in the former Warden's House across the street.

Today, the remaining structures that are abandoned within the stone walls of the Missouri State Penitentiary are an extraordinary catalogue of historic architecture that showcases the prevalent philosophies and evolving building forms, technologies and equipment of American prison design and operation from the 1830s to the 1930s. The integrity of the penitentiary's structures—individually and as a complex—provides a tangible connection to the earliest history of Missouri as a state and Jefferson City as its capital. Preservation and interpretation of the Historic Core of the site will provide an exceptional, in-depth educational experience for visitors, making the Missouri State Penitentiary a nationally significant heritage tourism destination that can, once again, provide a strong economic foundation for the future of Jefferson City and the state of Missouri.



# MASTER PLAN OVERVIEW

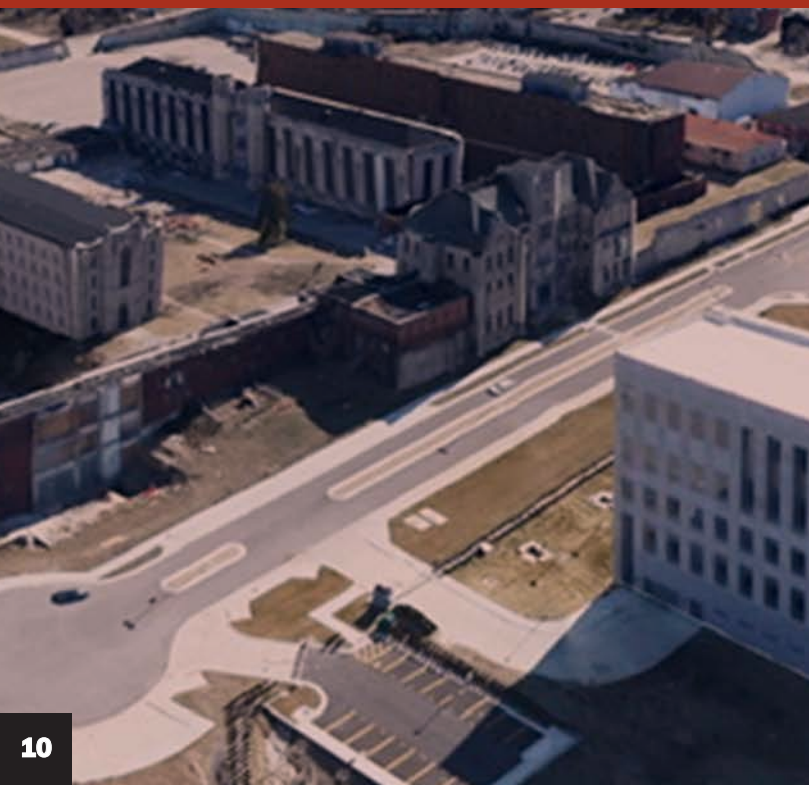
The master plan outlines a plan combining historic preservation and tourism destination planning into a strategy for the most viable plan possible to preserve this important resource for the people of Missouri.

▼ When it was decommissioned in 2004, Missouri State Penitentiary extended from north of Lafayette Street to Chestnut Street on the south, and Capitol Avenue to the railroad tracks on the Missouri River bluff.

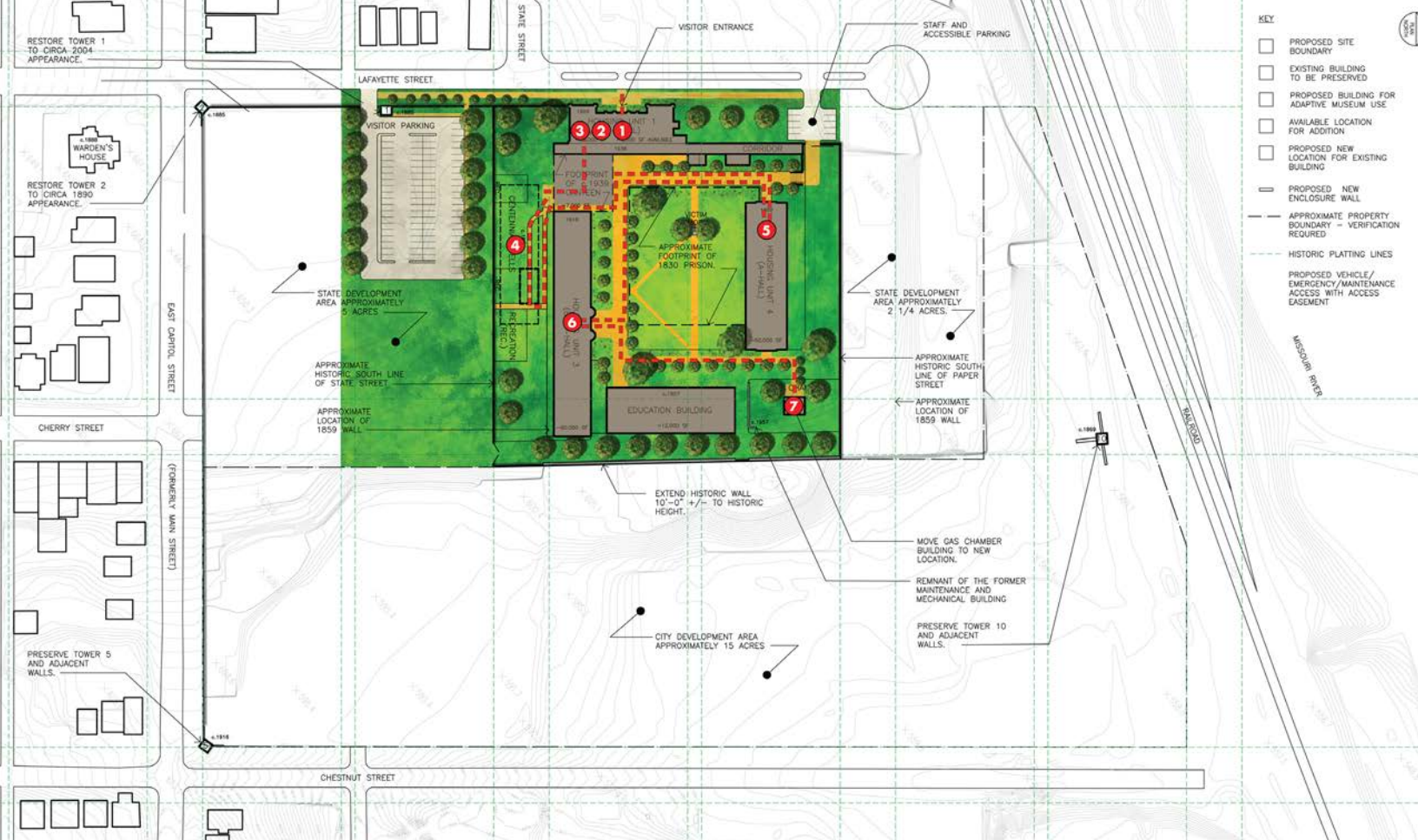
## SCOPE

The project scope includes development of a master plan for preservation of the portion of the tourist destination and enhancements as a tourist destination. Specific actions to be addressed in the plan include:

- Preserve the core buildings for a Historic District—including Buildings #1, #3, and #4 and Centennials Cells.
- Relocate Gas Chamber.
- Demolition of perimeter wall along Capitol, Chestnut and Lafayette Streets.
- Develop a symbolic Missouri State Penitentiary wall feature at existing location.
- Preserve Guard Towers in current locations as historic features.
- Recreate a walled in prison experience.







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**MISSOURI STATE PENITENTIARY**  
 PROPOSED SITE PLAN - HISTORIC CORE AS MUSEUM

Date: 25 SEPTEMBER 2023  
 Project No: 2023-16  
 Scale: 1/128" = 1'-0"







## PROCESS

The Office of Administration contracted with PGAV Destinations, a nationally recognized planning and design firm for museums and tourist destinations based in Saint Louis. PGAV engaged John G. Waite Associates from New York as the historic preservation architect.

The master plan process consisted of extensive investigation of the historic preservation potential and tourist destination potential of the Missouri State Penitentiary. Historic preservation assessment included onsite observation and analysis; historic document review; and development of a historic timeline of site and architectural evolution.

To explore potential as a tourist destination, the master plan included investigating market potential as a factor of growth; assessment of architectural and site conditions relative to an enhanced guest experience product; and content research as the foundation for development of interpretive exhibits, media, and amenities.

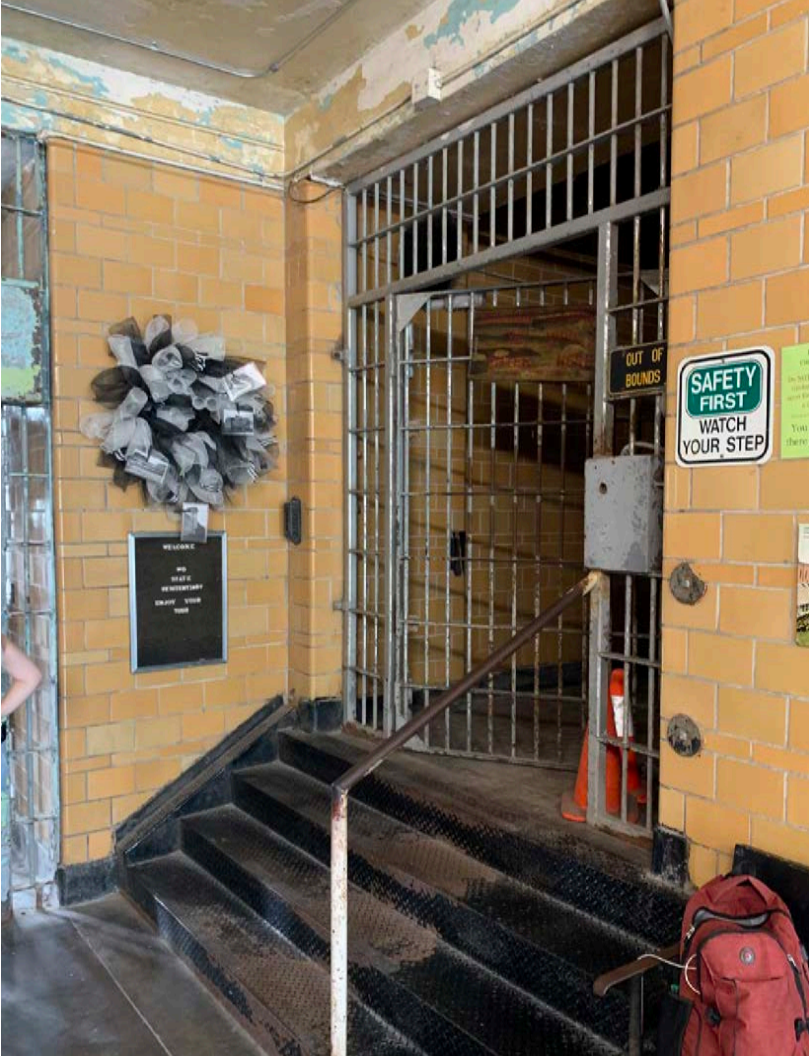
### Master Plan Tasks

- Market Research
- Site Assessment
- Historic Research
- Historic Preservation Assessment
- Tourist destination Guest Experience Concepts
- Cost Estimates
- Stakeholder Engagement
- Office of Administration Staff
- DNR Staff
- Jefferson City CVB Staff
- Mark Schreiber, Retired from Missouri Department of Corrections and currently employed with the JCCVB/ Missouri State Penitentiary tour staff

▲ PGAV project leader John Kasman tours the Missouri State Penitentiary site with Mark Schreiber, former Asst. Warden and expert on the history of Missouri State Penitentiary.







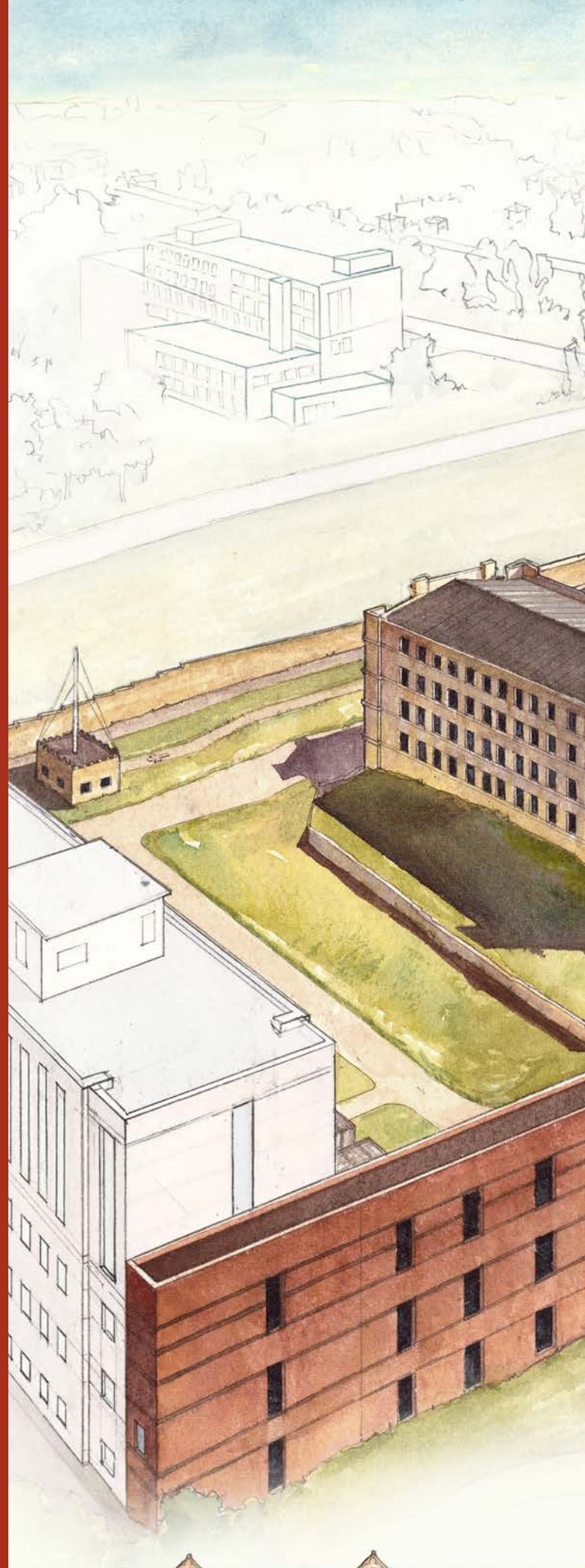


## VISION

The vision for the development of the historic Missouri State Penitentiary is to create a world-class tourist destination that preserves the site, supports tourism, and educates the public about important Missouri history. The 500- by 500-foot site will preserve the most architecturally significant structures and create a walled-in prison feeling based on the scale of earlier iterations of the site.

The Jefferson City CVB currently offers access to the site via scheduled, guided educational and paranormal tours. The expanded and improved guest experience will include options such as interactive technology, immersion exhibits, a signature film, a museum store, concessions, and the infrastructure for self-guided tours, greatly increasing the capacity for attendance and revenue growth. Improvements include infrastructure for event and facility rentals indoors and on the Upper Lawn.

Faithful renovation of the exterior of the iconic administration building (Housing Unit-1), will serve as the destination entrance and house the museum, media experience, and museum store. The cellblock unit within HU-1, one of the first for women, will remain intact as a featured artifact. Modifications to less historically significant portions of the building will allow for improvements and modifications for museum exhibits and compliance with ADA. The interior will be conditioned according to museum standards for artifacts and for guest comfort. Heating and cooling will make the site usable throughout the year and facilitate staffing, support growth strategies for attendance and revenue. The addition of ramps and a vertical circulation tower will make HU-1 accessible so guests can experience the entire building.







MISSOURI STATE  
PENITENTIARY



# PRESERVATION







## **HISTORICAL BACKGROUND**

### **HISTORY OF SITE AND STRUCTURES**

- Housing Unit 1
- Housing Unit 3
- Housing Unit 4
- Centennial Cells
- Gas Chamber
- Perimeter Walls and Guard Towers

### **SUMMARY OF EXISTING CONDITIONS**

- Housing Unit 1
- Housing Unit 3
- Housing Unit 4
- Centennial Cells
- Upper Yard
- Gas Chamber
- Perimeter Walls and Guard Towers



# HISTORICAL BACKGROUND

During its 168 years in operation, the Missouri State Penitentiary was under constant change and expansion as incarceration remained an ever-evolving component of the U.S. criminal justice system. Working under the Auburn System, inmates had a direct hand in the construction of the penitentiary, as well as its financial standing as dozens of industries and factories passed through the institution over the years. Though its industrial past has been predominantly razed from site, every remaining structure within the historic core is intrinsically tied to the labor of those once incarcerated at the Missouri State Penitentiary, relaying over 150 years of design and construction in the evolution of prison architecture. These structures reflect a national trend of rising prison populations and the parallel dependency on mass incarceration as a means of production, themes that are well-preserved and authentically conveyed through the historic buildings that remain at the Missouri State Penitentiary.

## DEVELOPMENT OF STATE PENAL SYSTEMS IN AMERICA

"Although the problem of punishment is plainly an aspect of legal history, it is no less plainly an aspect of intellectual, social, economic, and institutional history."<sup>1</sup>

At the time Missouri was granted statehood in 1821, several state penitentiaries had already been established in Maryland, Pennsylvania, Kentucky, Connecticut, Massachusetts, New York, and Virginia. The rise of the penitentiary at the beginning of the 19th century reflected a transition in the United States' approach to criminal justice as the development of state penal systems were being guided less by religious doctrine of the colonial era and more by social reformation within a new nation.

Historically, incarceration was not a means of punishment for a crime committed during the 18th century.<sup>2</sup> The jails that had existed at the time primarily served as a holding center for those awaiting their sentence, be it a fine, banishment, public chastisement, public lashing, or execution. It was not to serve as the sentence itself, outside of specific circumstances, such as debts owed, or as a short-term addition to a sentence.

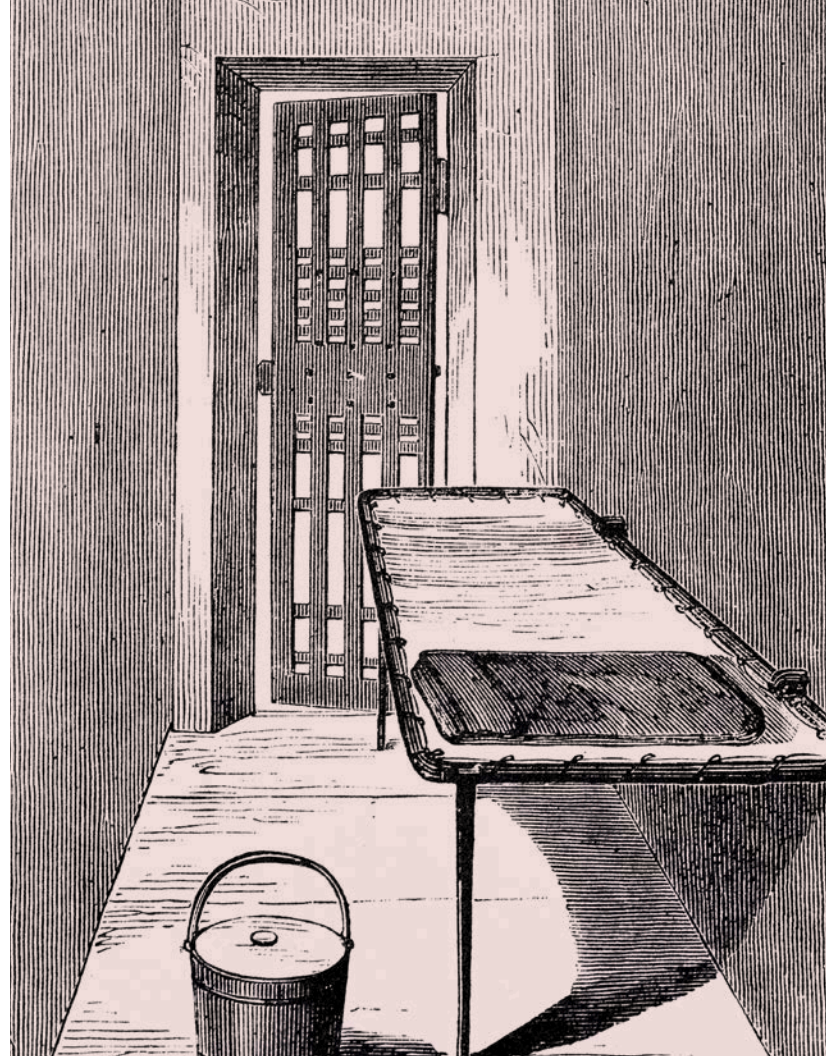
Nearing the end of the 18th century, two carceral ideologies that had taken root during the European Enlightenment reached the United States: one placing an individual in solitary confinement, forced to reckon with their own conscious and morals,<sup>3</sup> and the other establishing routine with labor as a means to correct wrong behavior.<sup>4</sup> The United States entered into a period of prison reform that sought social and psychological rehabilitation of a convict rather than public and physical punishment. Early state penitentiaries often lacked the ability to establish either of these ideologies due to limited space and facilities. However, as states sought to expand their penal systems with the erection of newer carceral institutions, these ideologies were firmly adopted and employed throughout the 19th century as the Pennsylvania System and the Auburn System. And thus began the modern-day reliance of incarceration in criminal justice.



The Pennsylvania System, also known as the Separate System, was first truly implemented when the Eastern State Penitentiary opened in 1829 in Philadelphia, PA. Though solitary confinement had been a tactic employed at previous institutions, Eastern State was specifically designed by architect John Haviland to ensure complete separation of incarcerated individuals from one another, both in their cell room and in the adjoining exercise yard. Silence and isolation were the objectives of the Pennsylvania System, meant for the convict to spend their sentence reflecting on their own ethical or moral wrongdoing, while giving penitence to God (and the justice system).

The Auburn System shared important similarities with the Pennsylvania System: silence among incarcerated individuals was still enforced along with solitary confinement at night. However, rather than stay in complete isolation, the Auburn System required convicts to engage with labor, stipulating that the routine established by work would teach those incarcerated both the necessary discipline for social rehabilitation and the trade skills to be utilized once one's time was served. While the Auburn System was also promoted to make penitentiaries self-sufficient and thus not financially burdensome to the state, it was a system that routinely abused those confined to it, taking advantage of a seemingly endless stream of labor as prison populations steadily increased over the decades and through the centuries.

Both systems took part in shaping the eventual founding and evolution of the Missouri State Penitentiary. While the premise of the penitentiary was founded on implementing the Pennsylvanian System, the ideology quickly gave way to the Auburn System as labor and state finances were scarce for continued construction—a trend that was predominantly adopted among states. Incarcerated individuals had direct roles in the erection of the majority of housing units at Missouri, and remnants of its once robust industrial infrastructure that enveloped nearly every corner of the complex, including sites beyond, can still be found today.





## ESTABLISHING THE MISSOURI STATE PENITENTIARY

Within the same year Missouri was granted statehood, its capital, Jefferson City, was founded. The decision of the capital's location was a contentious topic among Missouri legislators, even more so because when Jefferson City was proposed it was hardly even a settlement at the time. However, due to its central location, and utilizing a grant provided by the federal government to establish a capital on government-owned land, Jefferson was eventually selected.<sup>5</sup> While a temporary capital was established at St. Charles, Jefferson City was officially designated the Missouri state capital in 1826, when the state's first Capitol building was completed.

Nevertheless, there remained intense debate to move the capital in the following years. Missouri was still predominately a desolate state lacking roads and necessary infrastructure for travel, leaving Jefferson City rather inaccessible, and much of its citizen populace remained situated along the Mississippi River because of trading and commerce in relation to an industrializing St. Louis. Despite opposition, the governor at the time, John Miller, sought to maintain Jefferson City as Missouri's capital and set out to establish further means of investment for the city. This included the proposal of a state penitentiary for Missouri.

Governor Miller argued that as settlements and urbanization continued to grow in the state, there would be a greater need to address the criminality found throughout its populace. Municipal and county jails were seen as a costly endeavor, and thus a centralized prison founded on a political ideology of penitence and reformation would better rehabilitate the wrongdoers of Missouri. He argued that Jefferson City would be the ideal centralized location for a state penitentiary.







In a vote of 24 to 25, Missouri legislators passed a bill in January 1833 that established the Missouri State Penitentiary.<sup>6</sup> Twenty-five thousand dollars was appropriated for the penitentiary, which was expected to hold upwards of 160 convicts and was to be completed by October 1834. John Haviland, the architect who by this time was well-known for his widely admired design for the recently opened Eastern State Penitentiary in Philadelphia, visited the site at the request of the state and created preliminary drawings for the new penitentiary in Missouri. Contracts for construction were made public in June 1833, and the penitentiary was established on the eastern outskirts of the city center, atop a bluff overlooking the Missouri River.<sup>7</sup> However, by January 1834, it was evident that state funds would fail to cover the initial expenses for construction.<sup>8</sup> A portion of the penitentiary was completed in 1835, including a 40-cell housing block, keepers house, and some small industrial structures.

While Missouri State Penitentiary was originally envisioned to follow the Pennsylvania System, the Auburn System was quickly adopted to lessen the financial burden of the penitentiary's construction by using convict labor. In 1836, the Missouri State Penitentiary accepted its first convict, Wilson Edison, marking it the first state penitentiary west of the Mississippi.



## THE LEASING AND CONTRACT SYSTEMS

Missouri State Penitentiary continued using convict labor in the construction and development of the penitentiary. Convicts were put to work finishing out cells, leveling the yard, brickmaking, and paving the entry. To further exploit the availability of labor, in 1839, the state of Missouri adopted the lease system for Missouri State Penitentiary. The leasing system put oversight and responsibility of the penitentiary and its incarcerated population into the hands of a corporation or business enterprise, who in turn paid annual fees but had access to inexpensive convict labor at their disposal. It was a system of forced labor that cost the state little to nothing for the upkeep of Missouri State Penitentiary but at the obvious exploitation and expense of the convicts. Early in the leasing system, many convicts were put to work quarrying stone on site, making bricks, and aiding in the construction of housing and buildings throughout Jefferson City, fulfilling the governor's original persuasion that placing the state penitentiary in Jefferson City would help the city grow.

Despite Missouri State Penitentiary aiding in the establishment, development, and construction of Jefferson City, there was a great deal of contention between local citizens and Missouri State Penitentiary administrators, mainly by those citizens that saw the convict leasing system as direct competition to those seeking work outside the prison walls.<sup>9</sup> Laborers in the city were often overlooked for cheaper labor provided by convicts. There was also anxiety within the local community, as convicts often worked outside the penitentiary walls, and escape attempts were a routine occurrence. Others noted the abuses at the penitentiary that convicts were forced to endure under the bureaucratic prison system, including severe punishment; lack of adequate clothing, heat, and basic sanitary conditions; and poor food.

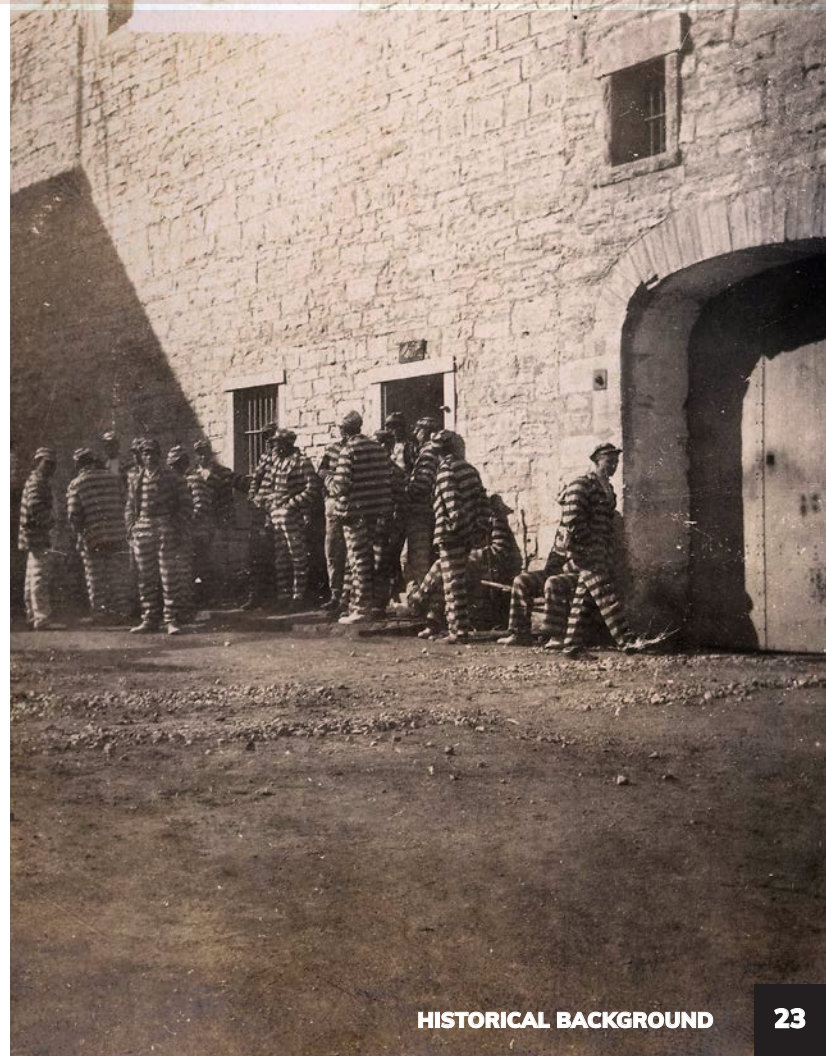






In 1854, the leasing system was suspended, and guardianship and responsibility of Missouri State Penitentiary returned to the state. Conditions for those incarcerated somewhat improved; however, within ten years' time, the state was struggling financially to maintain Missouri State Penitentiary. In 1861, they began the contract system, in which convicts were "rented out" to various businesses and corporations for their labor. This system, nevertheless, was still dependent on forced labor and exploitation, and even then, proved to be financially unsecure.<sup>10</sup>

In 1873, the penitentiary returned briefly to the leasing system for a 10-year leasing period, however, the lease was null and void within a year. In 1875, a new contract system was instated allowing private enterprises inside the penitentiary, and thus new factories were soon established throughout the complex. This lasted until 1915, when the state fully took over the industries working within the penitentiary and forbade convict contracts with private businesses.





## MISSOURI STATE PENITENTIARY DURING THE CIVIL WAR

Missouri was granted statehood under the Missouri Compromise, which stipulated Maine would be admitted to the Union as a free state while Missouri could be admitted as a slave state, so long as slavery was prohibited in other territories from the Louisiana Purchase seeking statehood. The Missouri Compromise was an extremely controversial piece of federal legislation that temporarily delayed the Civil War from coming to fruition during the first quarter of the 19th century. However, despite being part of the Union, Missouri was recognized by the Confederacy as one of their own states, causing polarizing sympathizers for the Union and the Confederacy amongst the Missouri citizenries.

The tensions between the North and South were reflected by the incarcerated population at the Missouri State Penitentiary. During the 1840s, it was recorded that several abolitionists were incarcerated for plans helping to free enslaved people and make their way north.<sup>11</sup> In early 1861, just before the Civil War broke out, Governor Jackson of Missouri sought to arm the Missouri State Guard as a pro-Confederate militia.<sup>12</sup> In need of supplies, workshops at Missouri State Penitentiary were quickly converted to produce arms and other equipment for the Guard. However, by June, Union forces took control of the state capital and established a base. Incarcerated individuals at Missouri State Penitentiary were still forced to make equipment and supplies, this time instead for Union troops. Beginning in 1864, the government began transferring military and political prisoners to Missouri State Penitentiary and the prison population grew.<sup>13</sup>

Not only did the effect of the Civil War impact labor and the incarcerated population at Missouri State Penitentiary, but it also created the need for an expansion of facilities at the penitentiary. The penitentiary was routinely overcrowded, with multiple men, and separately women, oftentimes confined to a single cell. This condition eventually led to the erection of a new cellblock, Housing Unit 4; construction began in the spring of 1865.







## **CAPITAL PUNISHMENT AT MISSOURI STATE PENITENTIARY**

From 1810 until early 1937, executions in the state of Missouri were done by hanging in the county where the crime was committed. Executions of those held at the penitentiary took place at the Cole County Jailhouse in downtown Jefferson City. In June 1937, Governor Lloyd Stark made it law for all executions in the state of Missouri to be held at the Missouri State Penitentiary.<sup>14</sup> Three months later, Missouri legalized the use of lethal gas for execution, seen as a more humane method for capital punishment. Shortly after, and using prison labor for the exterior stonework, the state penitentiary began construction on a small building to house a gas chamber built by Eaton Metal Works, the leading manufacturer for gas chambers used in the U.S. at the time (eight other states already had enacted legislature for the use of lethal gas). From 1937 to 1965, thirty-eight men and one woman were executed via lethal gas. In 1989, the penitentiary's final execution took place in the gas chamber, which was modified for lethal injection.

Missouri was one of twelve states to enact legislation approving the use of lethal gas for capital punishment, and one of only eleven states that actively used gas chambers during the 20th century. Only seven chambers are known to remain today. It is notable that despite the ethics and criticisms behind capital punishment, especially regarding the humaneness of lethal gas, four states still have lethal gas as an option for execution use—Missouri being one of them. However, no active gas chamber exists in the state.



## MISSOURI STATE PENITENTIARY IN THE 20TH CENTURY

In 1954, a major riot broke out at the Missouri State Penitentiary that caused several buildings to be torn down afterwards due to arson. In the following years, the State of Missouri made a series of changes in its approach to security at the penitentiary, modernizing guard towers and adding caged paths and control kiosks to limit contact between guards and inmates. Also during this time, updates to various eras of building infrastructure from the late 19th and early 20th centuries proved to be a frequent and laborious task.

As early as the mid-1970s, recommendations were already being made to close the Missouri State Penitentiary due to its outdated facilities and the institution's overall poor condition.<sup>15</sup> In 1991, the complex was renamed and became known as the Jefferson City Correctional Center (JCCC) with the hopes of modernizing the institution. However, nearing the end of the 20th century, it was evident the complex was growing increasingly obsolete. In 1998, a new state penitentiary was approved and officially broke ground in 2001. The old penitentiary was renamed the Missouri State Penitentiary once more, and the JCCC name graced the new complex in 2003. On October 14, 2004, the Missouri State Penitentiary was finally decommissioned and permanently closed.





## PRESENT DAY CONDITIONS

Following the penitentiary's decommissioning, Missouri State Penitentiary sat vacant for several years. During this time, all structures at the complex were affected by lack of active utilities and systems, vandalism, and overall neglect. Decades of paint began peeling from walls, birds and vermin made homes in vacant buildings, and the penitentiary's historical integrity was at risk to be lost to time and the elements.

In 2009, the Jefferson City Convention and Visitors Bureau began offering hardhat tours of the complex, with the hopes to generate tourism and bring new purpose to the historical site.<sup>16</sup> Public interest held, and the Convention and Visitors Bureau moved forward with greater plans for Missouri State Penitentiary by obtaining grants to stabilize portions and plan for redevelopment of Missouri State Penitentiary, as well as create a permanent museum housed in the historic Warden's House adjacent to the penitentiary. During this time, a substantial archaeological investigation was done, a National Register nomination for the complex was updated for submission, and redevelopment proposals for the site have been considered.

As actions were made to convert the penitentiary from a prison complex to a historical site, there were three major demolition campaigns at the complex: first in 2007, then again in 2011-2012, and finally in 2013-2014. The majority of structures that were deemed non-historic or non-contributing were demolished during these periods. Predominantly these were 20th century industrial buildings. In 2019, a category EF3 tornado hit Jefferson City, and substantial damage occurred at Missouri State Penitentiary. This resulted in the subsequent demolition of several more structures, the collapse of part of the south perimeter wall and a guard tower, and damage to the roofs of several extant buildings. The Missouri State Penitentiary nevertheless has persisted as a prominent institution in Jefferson City, slowly transitioning from the penal system to a cultural, historical and educational site in the heart of Missouri.



▼ Destruction to exterior penitentiary wall after tornado





# HISTORY OF SITE AND STRUCTURES

The Missouri State Penitentiary was an ever-evolving and expanding institution throughout the 19th and 20th centuries. Dozens of structures once covered the complex grounds, with numerous other structures and sites associated with the penitentiary beyond its walls. Structures were frequently replaced during the active use of the penitentiary; more recently, many have been lost to demolition or deterioration by abandonment. However, there are several structures, site features, and archaeological building remnants that are extant today and carry on the historical narrative of Missouri State Penitentiary.

## HISTORICAL OVERVIEW

Within the proposed Historic Core, some of the most significant and intact buildings that represent nearly all phases of the long history and development of the Missouri State Penitentiary through the 19th and 20th centuries can be found. These include Housing Unit 1, an imposing three-story stone structure and gateway to the penitentiary grounds that housed female prisoners for over twenty years; the building was also the location of centralized offices for administration at the penitentiary.

Behind the perimeter walls of the site and Housing Unit 1, the Upper Yard has remained a defined space of the Missouri State Penitentiary since John Haviland, a British architect well-known for his prison designs, prepared the very first plan diagrams for the site in 1833. This now-open landscape largely reflects the location and scale of that original 200- by 200-foot footprint of the penitentiary plan. Limited archeological investigations have not determined the exact location or configuration of these earliest structures, some of which were certainly cellblocks; others were likely workshops.

The Upper Yard is a pedestrian quadrangle defined by Housing Unit 3 on the south and Housing Unit 4 on the north. Housing Unit 4 was occupied longer than any other cellblock building, remaining in use from the 1860s until MSP was decommissioned in 2004. It is the oldest extant housing unit at the penitentiary, and retains most of its historic building fabric and integrity. Housing Unit 3 was the last of the large housing units to be constructed within the Historic Core, and replaced two of the earliest 19th century cellblocks that had been constructed previously at the same location. The lowest floor of the Education Building, on the east side of the quadrangle, remains entirely below the grade elevation of the Upper Yard; as the shortened building no longer provides the fourth edge of the quadrangle, a dramatic view of the Lower Yard and the landscape beyond can be seen from the quadrangle.

The Gas Chamber, which was originally constructed in the Lower Yard, was planned to be a stand-alone structure located away from the housing units and any proximity to hospital wards. It is one of only a handful of gas chambers that were constructed at state penitentiaries in the United States, and the only remaining circa







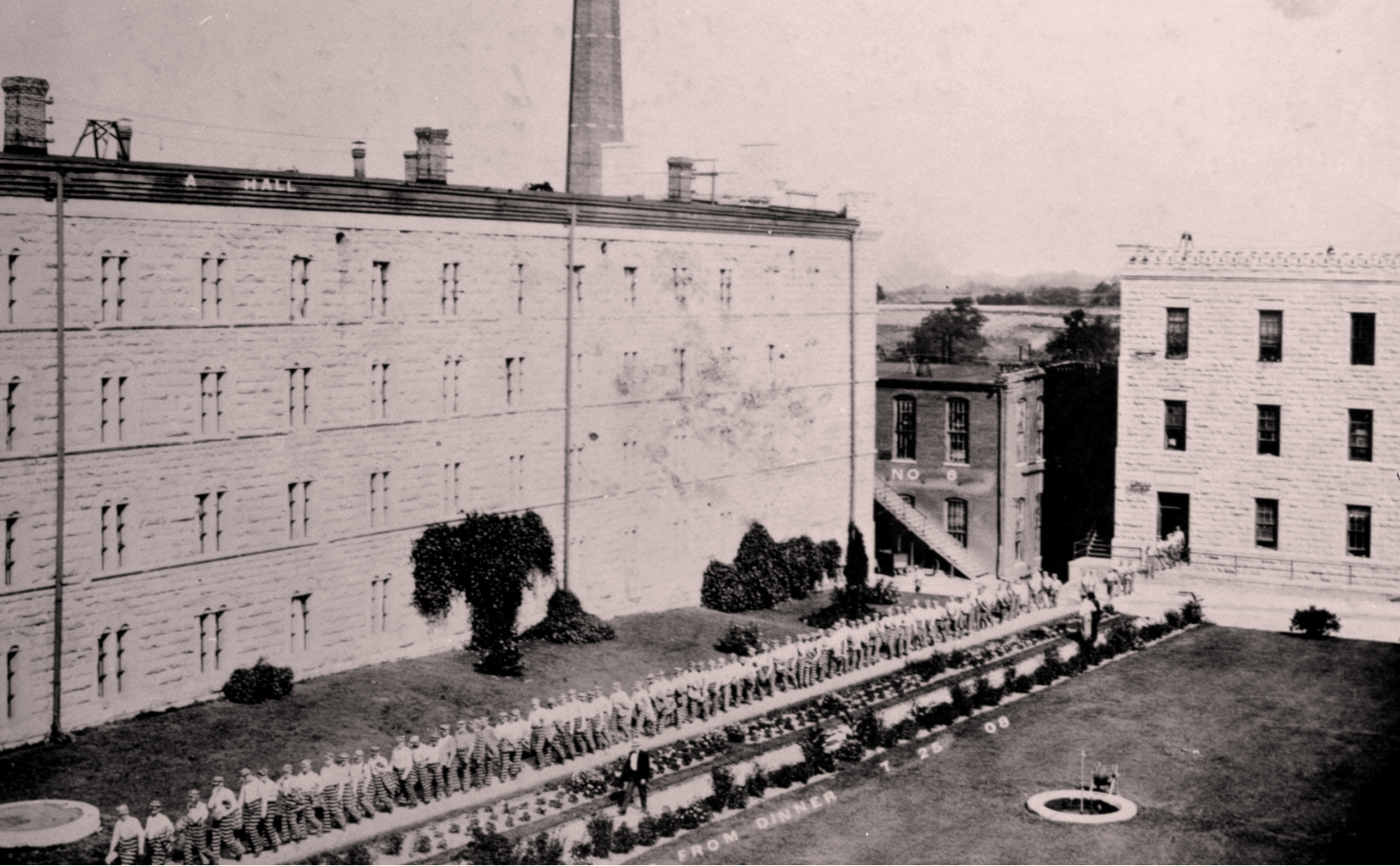
1930s structure that was purpose-built for the administration of capital punishment. The Gas House retains its integrity despite several decades of abandonment, and is an extremely significant contributing structure to the Missouri State Penitentiary despite its original location outside of the proposed Historic Core.

Beyond the proposed boundary of the Historic Core, several other extant structures and site features remain and serve to integrate the history of the Missouri State Penitentiary with the broader history and development of Jefferson City. Most notable are Housing Units 2 and 5 which serve to visually contain the north and south edges of the historic core. Built circa 1938, Housing Units 2 and 5 were part of the federal Public Works Administration (PWA) project that renovated and expanded facilities at the Missouri State Penitentiary. Housing Units 2 and 5 are nearly identical brick structures, and their interior configurations are similar to but much larger than Housing Unit 3. Both contain four-tiered back-to-back prefabricated steel cellblocks, mirrored on both sides of a central circulation stair, and all four elevations have floor-to-ceiling operable windows. Housing Unit 2 was strictly a cellblock, whereas Housing Unit 5 also had a basement and sub-basement levels which contained an icehouse for the complex. Both structures were connected to the PWA corridor that also linked with Housing Unit 1 and several other non-extant structures. Today, Housing Units 2 and 5 are the only intact surviving structures from the extensive PWA building plan enacted at the penitentiary during the 1930s. Adjacent to both housing units are free-standing chain link enclosures that were used for individual outdoor recreational activities by prisoners who were incarcerated in administrative segregation or on death row; an outdoor basketball court is located near Housing Unit 2.

To the north of Housing Unit 5, overlooking the Missouri River, is the last extant factory building that remains intact: the historic J.S. Sullivan Saddle Tree Factory (circa 1885), which underwent several different industrial uses over time. To the southwest of Housing Unit 2, a single story of the Priesmeyer's Boot and Shoe Factory (1889) remains. These two structures are the only remaining examples of a significant late-19th century building







typology at the Missouri State Penitentiary, when labor and industry, as well as the convict leasing system, dominated the institution. Other extant site features within the penitentiary walls include the Sally Port and associated guard house along its north perimeter wall, which connected the penitentiary to the railroad lines running along the Missouri River and into the complex; the wagonway running along the west side of the central perimeter wall that divides the east and west portions of the complex; and the historic limestone quarry / athletic field now covered with an asphalt parking lot, though portions of the quarry steps and field shelters are still visible along the south wall.

Outside of the penitentiary walls, structures and features that conveyed MSP's wider geographical reach into the surrounding neighborhood can still be found. The Warden's House (built 1888), at the southwest corner of East Capitol Avenue and Lafayette Street, still stands today. Currently it is occupied by the Jefferson City Convention and Visitors Bureau on the first floor, and the Missouri State Penitentiary Museum in its basement. On the hills just east of the penitentiary's perimeter walls are building remnants from the Potato House (1956) and smokestack from the Slaughterhouse (circa late-19th century). A little further east on the bluff overlooking the river was the location of Prison Farm No. 1, where all female inmates were relocated in 1926. Though no buildings remain, a low-rise rubble stone retaining wall remains along Riviera Street leading to a state office building.



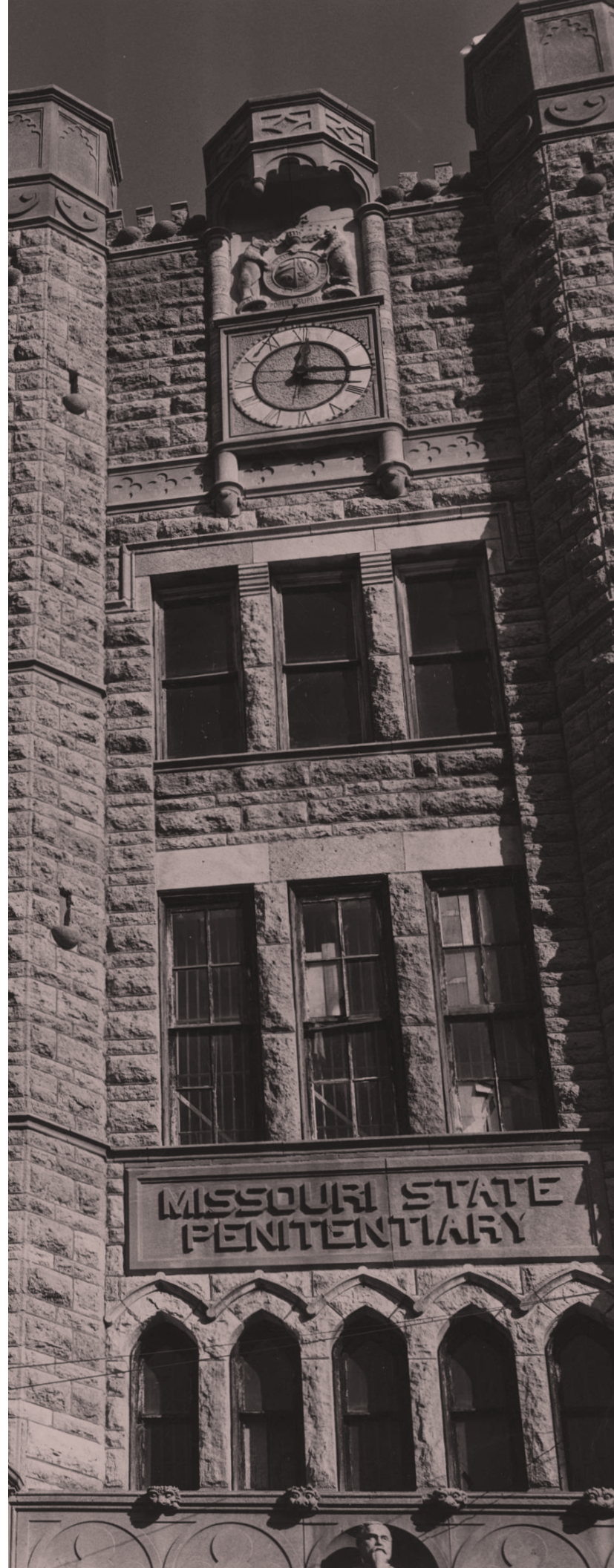
## HOUSING UNIT 1

Housing Unit 1 (also known as H-Hall and the Administration Building) was constructed in 1905; E. J. Eckel & G. R. Mann are credited as the Architects, with F. B. Miller & Charles Opel listed as Associate Architects. The Warden of Missouri State Penitentiary at the time of design and construction was F. M. Woolridge.

At the beginning of the 20th century, dire conditions within the older cellblocks and facilities for female inmates at Missouri State Penitentiary resulted in plans for the construction of a new female prison block. Erected along Lafayette Street in front of the ca. 1860 administration building/female department, the new building served as the primary entrance to Missouri State Penitentiary and also provided new administrative space for the penitentiary in the first floor of the building. Built by prison labor with limestone sourced from the prison quarries located in Cole County, the massive structure was an imposing presence as one approached and entered the prison complex, and the building represented in tangible form the authority of the penal system of the State of Missouri.

The original 4-level central cellblock assembly in Housing Unit 1 appears to have been the first use of a pre-fabricated steel component system at Missouri State Penitentiary, with integral walkways and railings at the perimeter and a single set of stairs connecting all levels at one end. The building's original ventilation system, which utilized a tall shaft on the north elevation to bring fresh air down into the basement for distribution through all floors of the building, was separated from the passive exhaust ventilation that served the cellblock and discharged above the roof. Other utilities for the cells, including water and waste for toilets, were installed in the shaftway between the two rows of outward-facing cells. At the time of its completion, Housing Unit 1 reflected the latest standards for health and sanitation in prison design.

For its first 20 years, Housing Unit 1 housed all female inmates at Missouri State Penitentiary. The State Penitentiary was also where a number of federal female prisoners were sent, since the first federal female prison did not open until 1927. Two notable federal prisoners, Emma Goldman and Kate Richards O'Hare, were both incarcerated at Missouri State Penitentiary in the early 20th

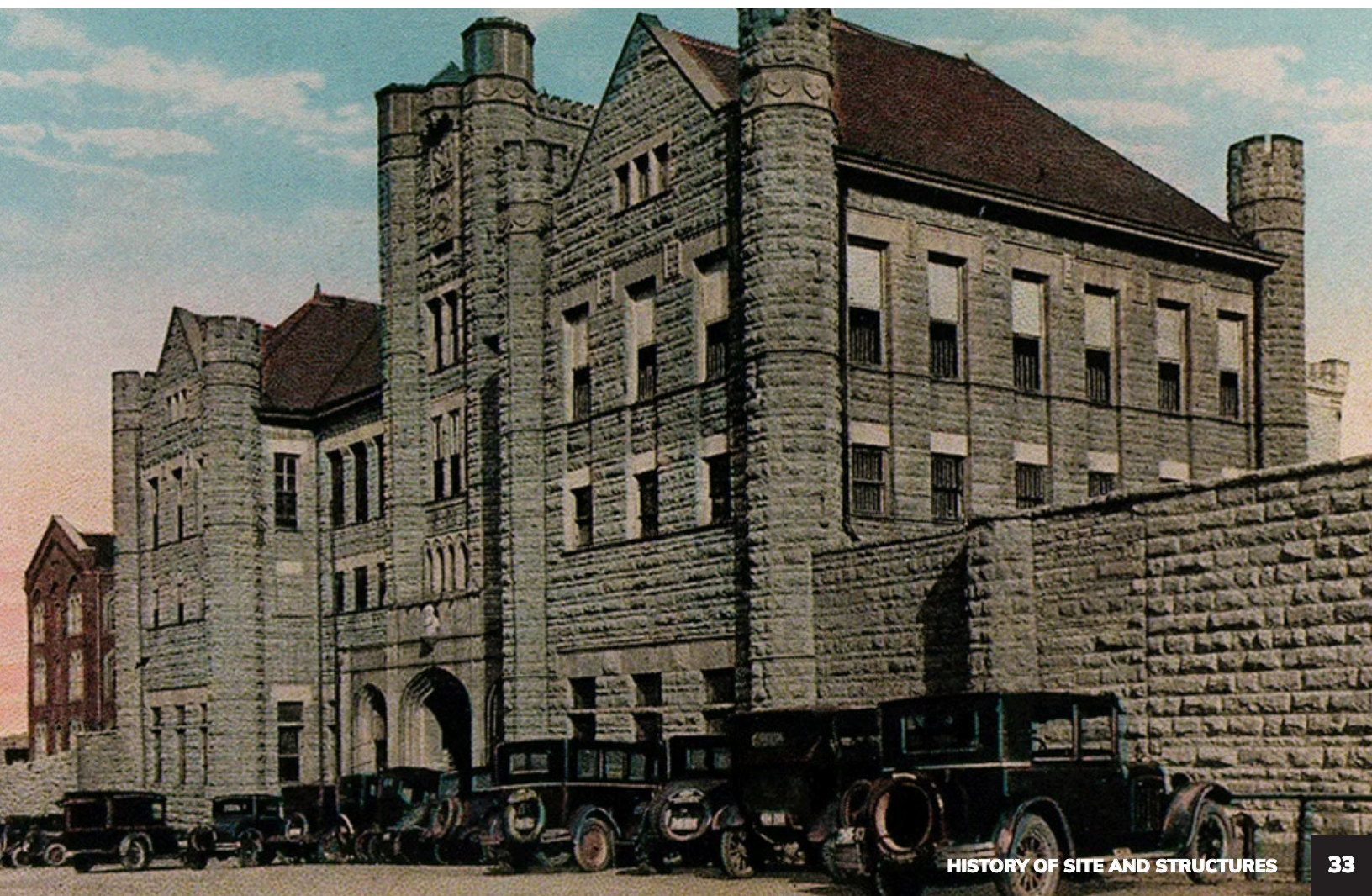




century; afterwards, as a result of their time at Missouri State Penitentiary they went on to become influential activists within the national prison reform movement. The eventual move of female convicts off-site in 1926 appeared to be in part a solution for the plague of overcrowding of the male cellblocks. Thereafter, Housing Unit 1 was intended to be for the “best-behaved male inmates” to alleviate cramped conditions of other housing unit blocks on site.

In 1936, a contract was settled with the Public Works Administration (PWA) for sitewide facility expansions and building improvements at Missouri State Penitentiary; during this construction campaign, new additions were insensitively added to Housing Unit 1 as Missouri State Penitentiary was extended northwest where the present-day US District Court now stands. The old ca. 1860 administration building/female department was demolished, corridors were built between Housing Unit 1 and PWA-era Housing Units 2 & 5, and new buildings were connected to the primary (west) and north elevations of Housing Unit 1 as more administrative spaces were built. Interior renovations were made throughout, often incorporating the use of glazed wall tiles in public hallways and corridors; it is likely that many windows in the building were also replaced at this time. The central carriageway space was retained at Housing Unit 1, despite the relocation of the facility's main entrance into the newly constructed northwest additions.

After the 1954 riots, a new access control guard booth was constructed at the interior carriageway, and an enclosure to protect prison guards on duty was added at the second level of the cellblock. Later changes on the first floor of the south wing incorporated secure individual booths with telephones where the public could come to visit and speak with incarcerated friends or family members, and a mezzanine floor was added in the south wing between the second and third floors.





## HOUSING UNIT 3

Built between 1916 and 1920 during the tenure of Warden D. C. McClung, Housing Unit 3 is the last of the large housing units to be constructed within the Historic Core, and replaced two of the earliest 19th century cellblocks that had been constructed previously at the same location. Though HU3 was not the first new housing block of the 20th century, it was Missouri State Penitentiary's first truly modernized structure. With four tiers of identical cells stacked within the main halls of both wings of the building and a three-story central atrium and staircase, the structure's impressive design quality and durable construction materials reinforced the authority of the State to administer justice, and embodied the significant early 20th century social reform efforts underway in the United States at the time to modernize housing conditions as a means to encourage prisoner rehabilitation. Its technological advances in building systems and prison equipment, as well as its sheer size and scale, make it an outstanding historic example of state prison housing in Missouri and the United States.

In 1911, the architects Henry H. Hohenschild and Henry Clymer, along with supervising architect F. B. Miller and other prison inspectors for the penitentiary, toured new cell buildings in Stillwater, Minnesota and Leavenworth, Kansas. These were newly constructed, modernized structures that were at the forefront of sanitation and healthier living conditions for inmates. Shortly thereafter, architects submitted plans for Missouri State Penitentiary's newest cell building. The evolution of design and construction for HU3 was similar to the previous cellblocks, from the grading of site to the staggered periods of construction. The steel-framed, limestone-clad structure was designed in High Victorian Gothic style, similar to Housing Unit 1 erected several years earlier. As with other cellblocks, prison labor was used for the construction of HU3. By 1914, the foundation of the east wing was finally underway.

The first segment of Housing Unit 3 was completed in 1916. It included the east wing (B-Hall) and the portion that would become the three-story open atrium and central stair hall, an impressive space at the entrance of the building when completed. At the time, even the half-built housing unit was "regarded as one of the finest cell buildings in the United States." The east wing was nestled into the sloping terrain of Missouri State Penitentiary, with the basement and sub-basement exposed at grade





on the east elevation. The basement housed concrete cellblocks that were arranged back-to-back and were used as punishment cells. Death row was later moved to the basement of this wing. The sub-basement appears to have had a different function originally, but today has additional cellblocks.

After more financing was made available, the west wing (C-Hall) was completed in 1920, and Housing Unit 3 officially became the first modern housing unit at Missouri State Penitentiary. Inside both wings were four tiers of prefabricated steel cellblocks with cells arranged back-to-back and walkways around the exterior. Floor-to-ceiling operable windows lined every side of the building envelope, allowing ample sunlight to reach cells and natural ventilation to circulate during warmer months. A heating and ventilation system similar to but more advanced than Housing Unit 1 was provided, with exposed ductwork in the basement that provided warm air to the floor above at each window. Glazed white tiles lined the interior walls of the halls housing the primary cellblocks; this was a contemporary sanitation feature at the time of construction, providing surfaces that were easy to clean to reduce the spread of disease.

During many of the prison-wide modernizations made across the larger site in the late 1930s, a canteen was added to the east elevation, connecting Housing Unit 3 to the new corridors adjacent to Housing Unit 1; this structure has since been demolished. Later in the mid-20th century, several interior alterations were made to provide increased security for prison guards following the 1954 riot. Security gates were placed along all catwalks of the cellblocks and at the first floor of the central hall, and an additional gated guard booth was added to the basement level. Later modifications include interior and exterior caged stairways that were added at the east and west ends of the main floor of the building.





## HOUSING UNIT 4

Housing Unit 4 (also known as A-Hall) was initially planned in response to the already overcrowded prison population that would only grow after the Civil War. Colonel C. A. Buck is credited as the Architect; Horace Swift was the Warden at the time construction began in 1867. Housing Unit 4 was occupied longer than any other cellblock building, remaining in use from the 1860s until Missouri State Penitentiary was decommissioned in 2004. Today it is the oldest extant housing unit at the penitentiary, and retains most of its historic building fabric and integrity. Housing Unit 4 represents an early design configuration that is unique at Missouri State Penitentiary, with a large central hall and individual cellblocks with windows at the building perimeter.

During the Civil War, the incarcerated population at Missouri State Penitentiary grew exponentially when the U.S. government ordered the penitentiary to take on dozens of federal and political prisoners. Those on the prison board also began postulating a further influx of new prisoners due to the effects of war on the psyche of men, expecting an increase in criminality among those who served in combat and were not expected to transition back into society with ease. At this time, the extant housing units were already under immense strain due to overcrowding, and several revolts amongst the incarcerated population broke out over the previous decade because of the poor conditions inmates were forced to endure.

In 1865, plans were drafted and submitted to the Board of Inspectors, and \$80,000 was appropriated for the erection of a new cell building to alleviate cramped housing conditions. Construction began that spring. The design and configuration of Housing Unit 4 was drastically different compared to previous housing units inspired by the original designs of John Haviland that today no longer remain. Rather than cells being placed back-to-back, centralized in the superstructure of the building, Housing Unit 4 had a central open-air hall that ran the full height of the structure, with large arched windows at either end. Barrel-vaulted cells were aligned along the north and south interior faces of the building, with each cell given its own window for ventilation and sunlight. Catwalks were to be wooden planks supported by iron brackets projecting off the interior masonry walls, with a single stair for each half of the building in the last bay on the west. In total, the limestone bearing wall building was four stories tall with heavy timber roof trusses, and built for a capacity of 608 men throughout 152 cells.





Prison labor was used for its erection, from quarrying and dressing limestone blocks to the construction of the superstructure and finishing cells. Completion of Housing Unit 4, however, was slow moving, and the building was still under construction in 1869. Later on in 1874, it was noted by then-former Warden Swift that there was failure to follow the original design intent of individual flues in each cell to be used during the winter, so as to allow ventilation since the window would make cells too cold for inmates. By 1875, Housing Unit 4 was reportedly still incomplete, with the cells of the upper two levels without flooring and catwalks not yet placed. Like all housing blocks at Missouri State Penitentiary, Housing Unit 4 quickly fell into an overcrowded state, the exact condition it was meant to alleviate.

In a contemporary report about the excavation for the building's foundation, it states that building materials and finishing is needed for "8 basement rooms." These denoted basement cells appear to be the existing dark cells (also known as blind cells) at the eastern half of the building that were used as a means of punishment for incarcerated individuals housed in Housing Unit 4.

Changes appear to have been made after a fire at the start of the 20th century, when the roof was replaced without the original chimneys, and a new heating system was installed; this may be when the wood planks of the catwalks and staircases were also replaced with fireproof concrete construction. During the 1930s, the building saw several major alterations that also changed the historic character of both the interior and exterior of the building. These included the removal of single-hinged iron doors with individual locks and keys at each cell; door heights were then increased, and a system of modern operable sliding doors was installed. It seems likely that all of the decorative non-structural limestone columns at exterior cell windows were removed at this time, to allow for the installation of steel and glass windows that remain today and are similar to others extant in Housing Unit 1. It is unknown if the historic masonry openings had windows originally, or only the single vertical security bar that remains in a few locations.

Throughout much of the 20th century, Housing Unit 4 was the segregated housing block for Black inmates. Missouri State Penitentiary did not do away with segregation until 1973, nearly a decade after the passage of the Civil Rights Act. In 1964 during a period of prison reform at Missouri State Penitentiary, the penitentiary attempted to integrate housing; however, white inmates attacked Black inmates who had been moved into other cellblocks.

Later 20th century modifications include CMU partitions and plumbing in the central space of the basement level for a shower block, and temporary construction just inside the building entrance to create a vestibule and mail distribution center.

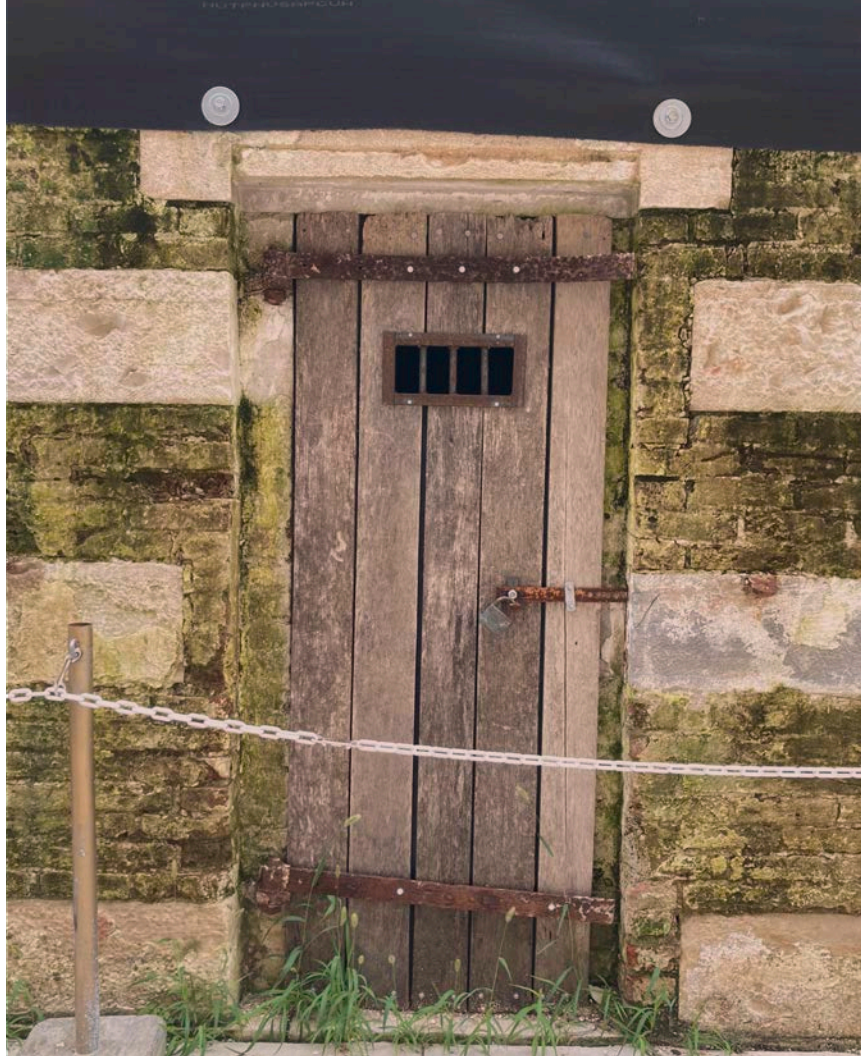


## CENTENNIAL CELLS

In 1986, remnants from a demolished cellblock were unearthed during excavation work for the construction of a recreation yard for those on death row in the adjacent Housing Unit 3. While these ruins were initially thought to date to the 1840s, archival research suggests that these cells are likely the remains of the lower floor of Centennial Hall, a housing unit constructed in 1876 and abandoned by 1920. After the cells were examined and documented, the ruins were reburied and left undisturbed for more than 30 years. In 2019, eight cells were re-excavated and stabilized so that they could be interpreted to visitors as an archaeological element representative of another unique 19th century building typology for prisoner housing at Missouri State Penitentiary.

Centennial Hall was originally constructed to help alleviate overcrowding at the penitentiary—a routine occurrence at Missouri State Penitentiary as the prison population remained in steady growth following the Civil War. Several newspaper articles during 1876 mention the construction of Centennial Hall with brief descriptions of its configuration on the interior: “The new south cell building is rapidly approaching completion. This (masonry) structure is just outside the south wall of the prison. It consists of five tiers of single cells, built back-to-back, and enclosed within a massive brick wall. The approaches to the cells are by an iron gallery, reached by iron stairways. The cells are designed for one person, and with only one in a cell will give room for 320 men.”

Like many cell buildings at the penitentiary, Centennial Hall quickly fell into poor condition. By the turn of the 20th century it was considered cramped, poorly built, and extremely outdated for housing. When Housing Unit 3 was completed in 1918, all inmates were removed from Centennial Hall, and it is assumed the building was demolished shortly afterwards, with portions of its lower floor infilled and covered with earth. Today, the Centennial Cells remain as eight excavated cells, independent of the associated historic masonry building that has been demolished. The configuration of small individual cells, organized back-to-back with an exterior walkway at the perimeter, represents an architectural evolution from Housing Unit 4 and a pre-cursor to the housing unit configurations of both Housing Unit 1 and Housing Unit 3.





## GAS CHAMBER

During the penitentiary's first 100 years of service, Missouri's capital punishment protocol was hanging in the county where the crime had taken place. In 1936, however, then Governor Jackson, after witnessing an execution, pushed for all executions to be moved to the Missouri State Penitentiary and declared lethal gas the new, more humane method for execution. Built in 1937, the Gas Chamber (also known as the Death House) was built with the use of convict labor and put in service upon its completion. Today, it appears to be one of the oldest, intact free-standing structure in the country that was purpose-built at a state penitentiary for the administration of capital punishment.

The building was completed under the supervision of Frank Marshall, the construction supervisor at the Missouri State Penitentiary during the 1930s. Construction of the building was sequential, with first the foundation slab laid, the gas chamber equipment lowered into place, and finally the building envelope erected around it.

The Gas Chamber building is a small one-story load-bearing stone-masonry structure in a simplified Gothic Revival style. The only element signifying the structure's function from the outside is the 45-foot ventilation pipe puncturing the flat roof. Eaton Metal Works designed and fabricated a two-chair chamber which was similar to the gas chamber placed at the Wyoming State Penitentiary in the year prior. At the interior are two small holding cells for those awaiting execution. The original configuration of the gas chamber equipment was slightly modified for a 1989 execution, which used lethal injection rather than lethal gas. The two chairs (now since reinstalled) were removed for a gurney, and a mirror was added to the ceiling for those in the viewing rooms outside the gas chamber. Other modifications reflected procedural changes in how the State carried out executions, and included the addition of another door and interior partition walls to separate the arrival and observation of the State's witnesses from the prisoner's witnesses.





## PERIMETER WALLS AND GUARD TOWERS

The two-foot-thick perimeter stone walls and various guard towers have been a constant and ever-evolving presence enclosing the grounds of Missouri State Penitentiary since the penitentiary's inception. Their substantial construction has always been and remains one of the most important character-defining features of the site. While some of the earliest segments of the wall were demolished as the penitentiary expanded over time, the present-day boundary of the western portion of the complex was established by the 1890s, and the eastern portion was established by 1916 under Warden D.C. McClung. Many changes were made to the guard towers after the 1954 prison riots, and today the perimeter walls of the site that remain convey the historic expanse that was the Missouri State Penitentiary before decommissioning.

The perimeter walls are made of rough-faced limestone blocks and vary in height, appearing at minimum twelve feet from grade at the interior surface. Older portions of the walls (mid to late 19th century) have curved concrete caps, while newer walls (early 20th century) have flat concrete caps. The majority of the wall assemblies are laid in coursed ashlar stone masonry; there are notable areas along the eastern wall, however, that appear to have later additions made to the tops of the walls, which were laid in random ashlar with smaller sized blocks. Like other structures at Missouri State Penitentiary, inmate labor was primarily used in the construction of the perimeter walls.

The oldest surviving wall runs north-south through the center of the Missouri State Penitentiary complex, acting as a natural divide between the western portion (mainly the housing cellblocks at the Historic Core) and the eastern portion (mainly industrial use and structures). The wall is shown on an 1875 site diagram of Missouri State Penitentiary, and confirmed to be of stone construction on an 1885 Sanborn Map. Southern portions of this dividing wall were seen as late as the 1970s still standing, based upon photo documentation, but have since been demolished. Northern portions of this wall remain largely intact, though are covered by substantial vegetation. Much of the northwestern portion of the perimeter wall that defined the site along the river's edge and railroad right-of-way for most



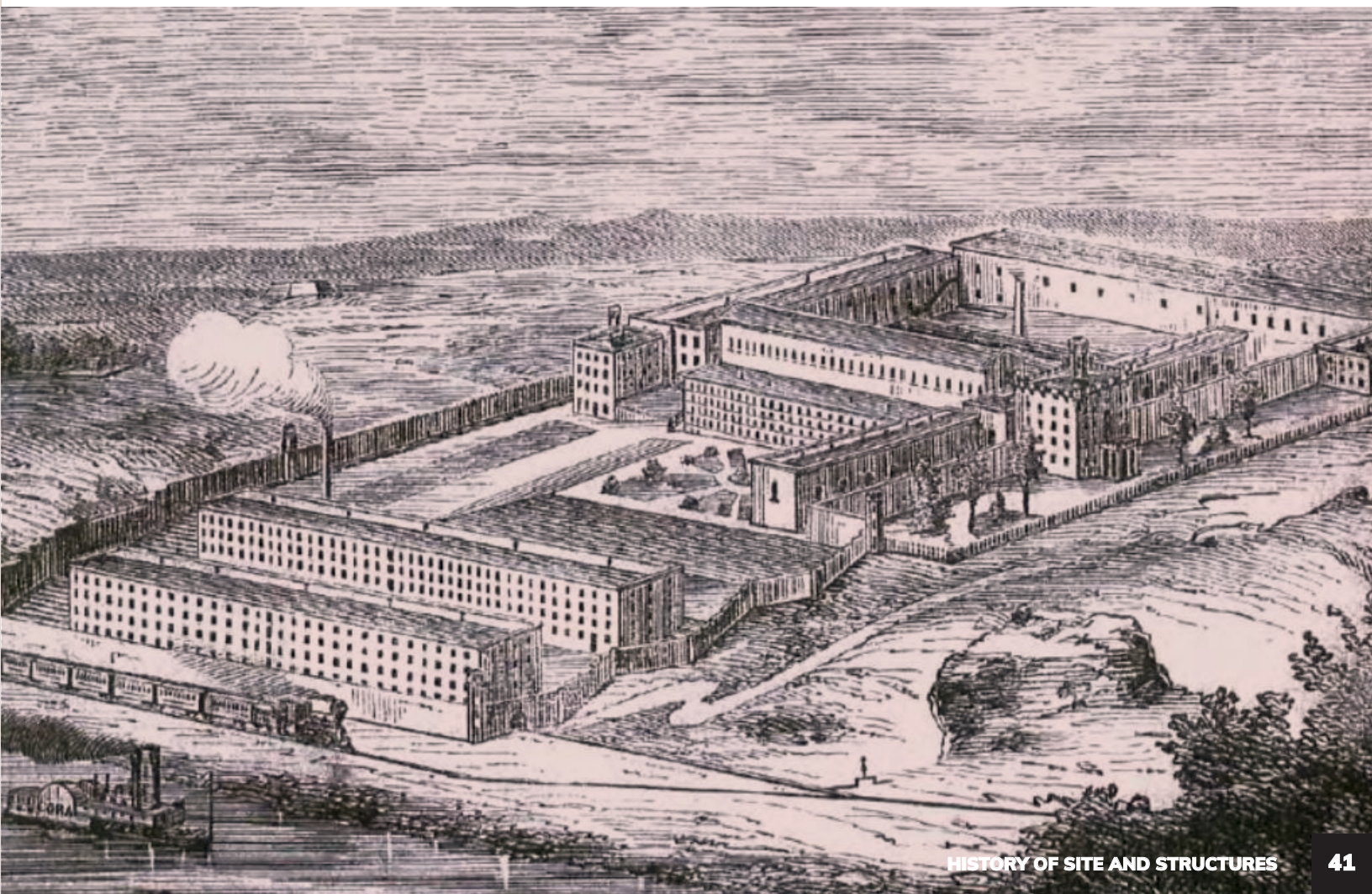


of the 20th century site has been removed and replaced with new construction to address the significant grade change at this location.

The guard towers during the early 20th century were round limestone structures with crenellated tops, similar to the architectural appearance of Housing Units 1 and 3. The towers were mainly accessible via an exterior ladder that was lowered to the ground at the wall's exterior, with the exception of Tower Ten. Located at the middle of the northernmost wall, Tower Ten appears to be one of the oldest towers remaining at Missouri State Penitentiary, and has an extant interior stone spiral staircase leading to its viewing platform. Viewing platforms typically had four masonry openings for windows and doors around the perimeter of the upper level of each tower for observation of the interior and exterior of the walls.

Following the 1954 riot, recommendations were made to replace the upper portions of the existing guard towers with modernized guard houses. These new guard houses were built on top of the existing walls at the previous tower locations, and had internal plumbing and limited heating; most importantly, their glass and steel window construction greatly improved an individual guard's ability to observe a wider expanse of the prison grounds. Each location was haphazardly modified with internal steel ladders to provide internal access within the original towers from new exterior doors. The first new guard house was erected in June of 1957.

Since Missouri State Penitentiary was decommissioned in 2004, a section of the eastern wall was removed for vehicular access to the site, and a portion of the southern wall collapsed due to deteriorating conditions. The southern wall along East Capitol Avenue was further compromised with the 2019 tornado, which destabilized more of the wall and destroyed one of the guard towers. Today, ten of the guard towers remain.





# SUMMARY OF EXISTING CONDITIONS

Despite 20 years of disuse and abandonment, the historic site and structures at the Missouri State Penitentiary that are located within the proposed Historic Core are in remarkably good condition, and do not show any evidence of significant deterioration or structural distress.

While constructed during different centuries, the exterior original stone masonry walls and existing roof coverings of Housing Unit 3 and Housing Unit 4 have withstood the test of time. Modifications made in the 1930s to Housing Unit 1, particularly on the west elevation and above the roofline, have compromised some of the ornamental detailing of the stone construction, but the form and structure of the building remains solid and intact. Unfortunately, the original slate roof, skylight, and metal cornice have been removed. Most of the metal windows throughout the buildings in the complex are not original and are in fair to poor condition. The Gas Chamber is in good condition, but the gas chamber equipment is beginning to corrode. The perimeter walls are solid; the guard houses are in various states of disrepair, and exposed steel reinforcement is accelerating concrete structural failures of the roof and floor slabs.







MISSOURI STATE  
PENITENTIARY

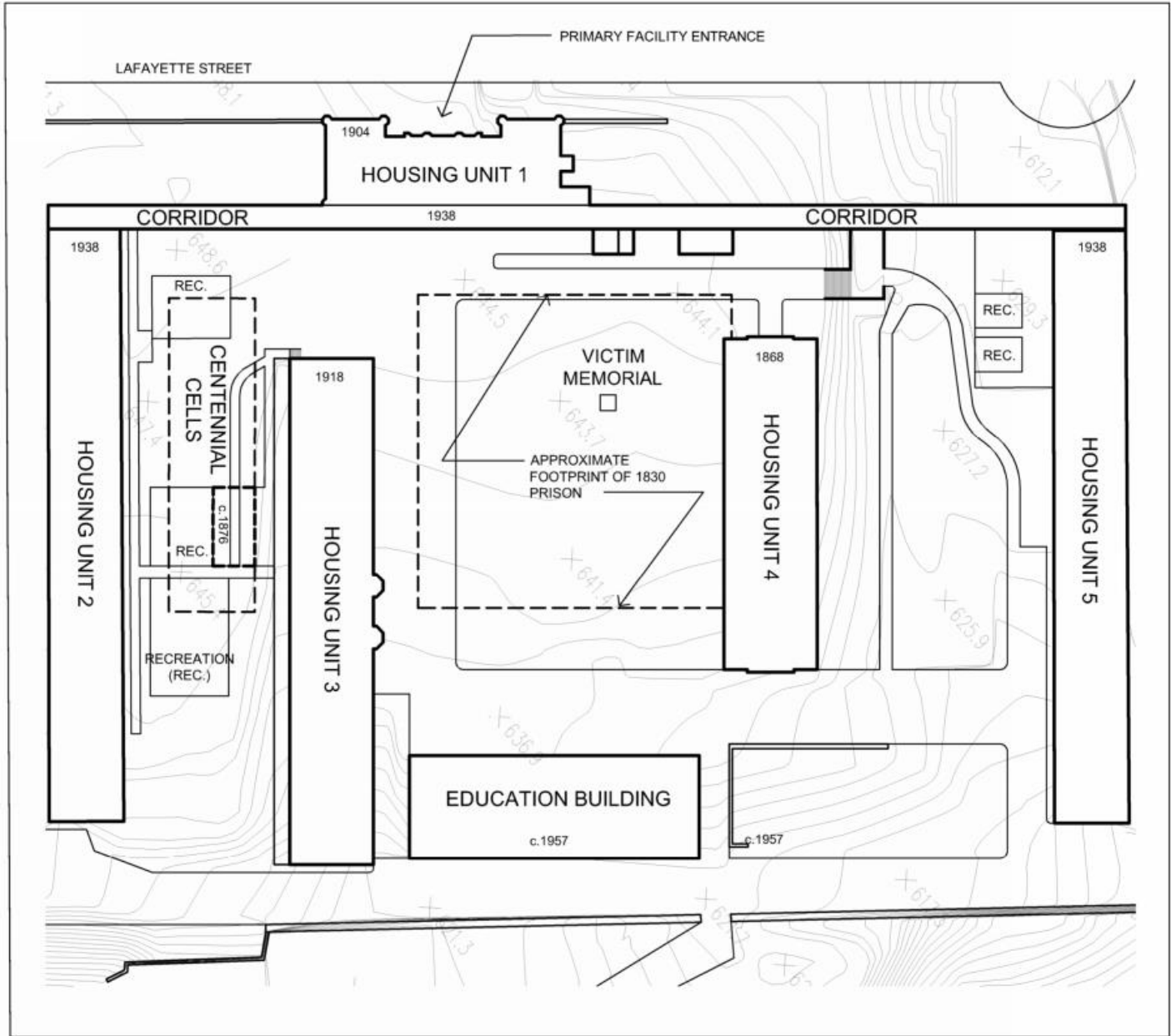
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MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN  
 HISTORIC CORE - EXISTING SITE PLAN



JOHN G. WAITE ASSOCIATES, ARCHITECTS P.L.L.C.

2024



## HOUSING UNIT 1

Housing Unit 1 has undergone the most changes of any building in the Historic Core, but it is in overall stable condition and its iconic gateway form endures. Brick and stucco infill at historic openings and former additions to the building have created significant material inconsistencies at every elevation, especially at the front (west) facade; a brick over-cladding exists at the rear (east) wall where the ca. 1860 building was removed. These remnants alter the historic appearance of Housing Unit 1, but can in some locations inform a compelling story of the building's evolution over time. Most importantly, the primary character-defining features of the structure remain largely intact and can be preserved, and missing elements such as the central tower roofline, turret crenellations, and decorative iron entrance gate can be restored.

Exterior limestone conditions vary, with limited cracking and minor spalling to select areas of major deterioration. Soiling and plant growth have obscured but not significantly damaged the exterior surface. Most windows and doors have been modified, but some windows at the first floor appear to be original. Broken windows have exposed the interior to the elements and to animal intrusion, and some of the metal security bars at openings are missing. The existing roof is an effective but historically inconsistent asphalt shingle roofing system.

The attached 1938 Corridor has undergone significant changes over time. The brick exterior walls are in poor condition, with considerable cracking and spalling throughout. Existing repairs and reconstruction have been completed in various materials; a section of the northwestern wall is especially inconsistent where it was connected to the former canteen building. Where remaining, the windows and doors appear to be original and in stable condition, but the interior finishes in the corridors are in poor condition.

The interior stone and brick walls are robust with limited material degradation, but finishes throughout are typically in poor condition. Many changes to the floor plan can be identified as later construction. Structural and decorative cast iron columns remain in place and in good condition. Peeling paint has made the steel components of the cellblocks susceptible to corrosion, but there is no significant deterioration to suggest structural





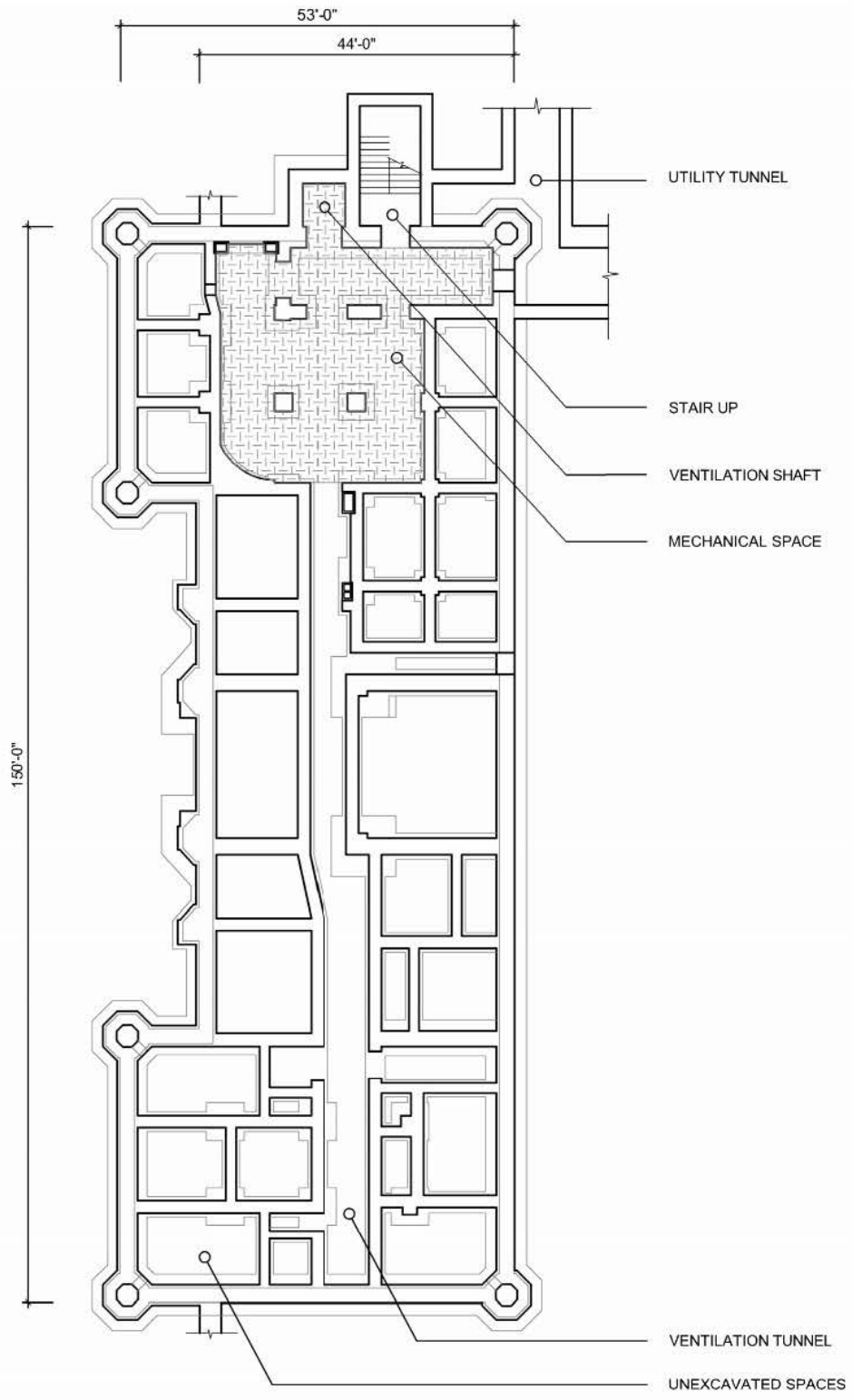
instability. Metal railings and stairs are intact throughout the building, but none meet modern building code standards. The building's concrete floors are in fair condition throughout the interior. In select spaces, the original mosaic tile floor remains below later adhered floor finishes. The 1930s glazed tile interior wall cladding is in good condition but does not bond well with the applied paint. The majority of light fixtures at the interior and exterior do not appear to be original.

The sliding cell doors appear to be original; some may be operational. Many of the failing painted plaster finishes have been customized by inmates, as have the metal wall, floor, and ceiling surfaces of the cells themselves. Cell furnishings remain in situ in fair condition. Plumbing fixtures are extant but may not function.

For several reasons, Housing Unit 1 is the building best-suited at Missouri State Penitentiary to become the primary structure for adaptive museum use. Its prominence and central location at the entrance to the site make it easily recognizable and accessible to visitors, and while changes to the building's interior have been made over time the original 4-story cellblock configuration remains intact. Most of the character-defining features that represent state-of-the-art prison design and associated building technologies at the start of the 20th century can be preserved and restored; other later additions can be retained where appropriate. A careful evaluation of all existing components, materials and finishes can provide an authentic and multi-layered environment for a unique and dynamic visitor experience.







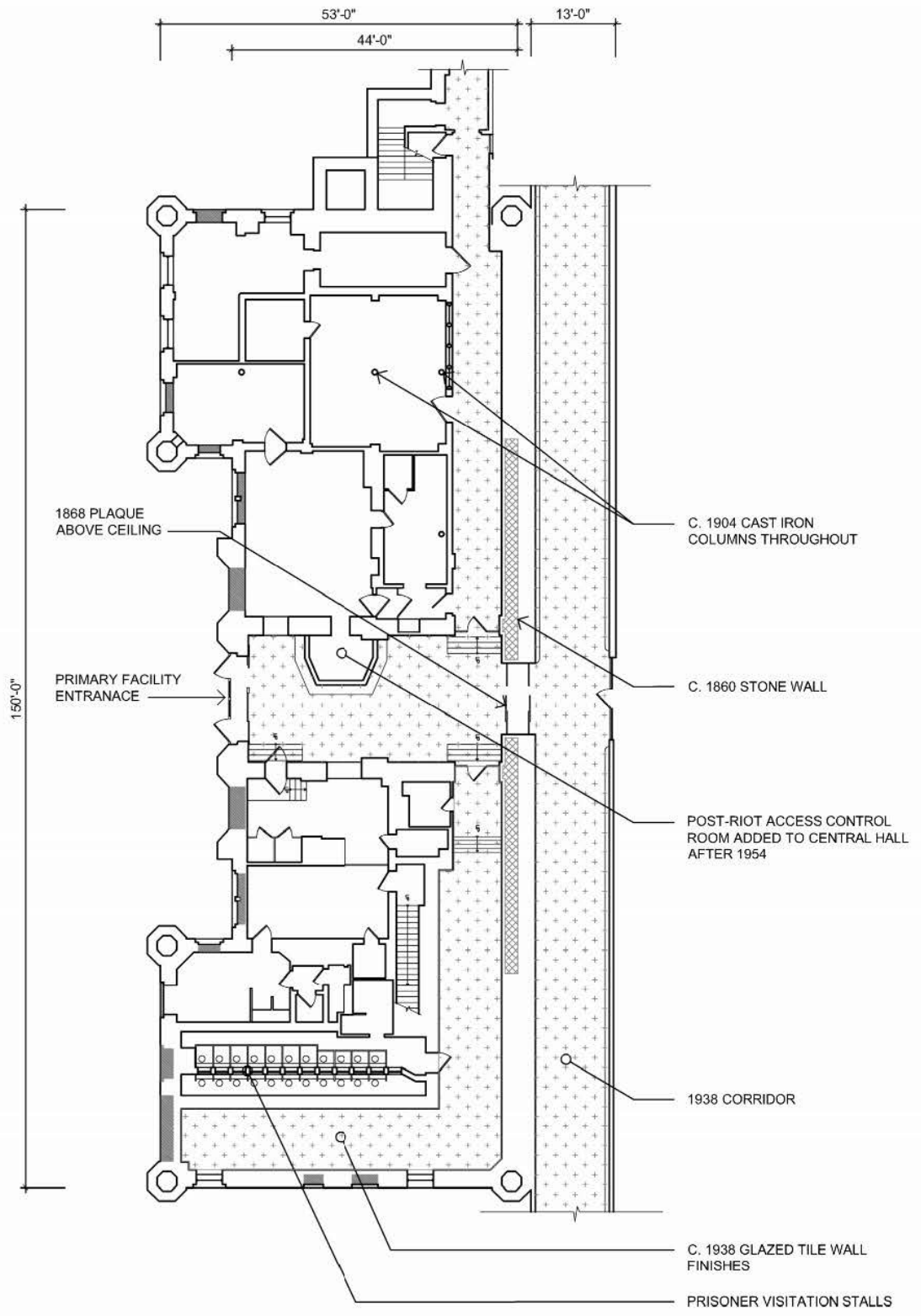
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 MECHANICAL SPACE




MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN  
 HOUSING UNIT 1 - BASEMENT PLAN







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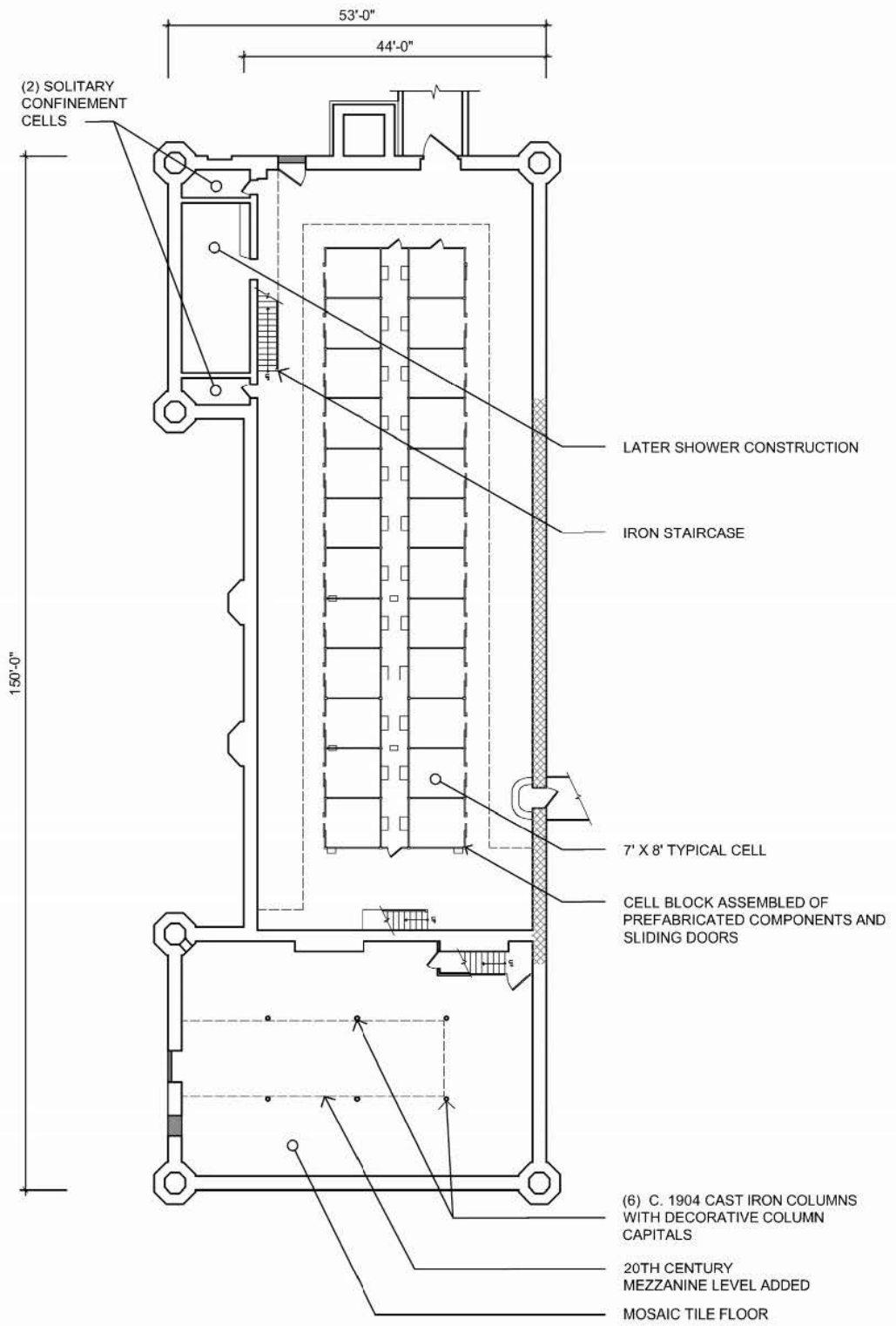
-  C. 1860 STONE WALL
-  INFILL
-  CIRCA 1938 GLAZED WALL TILE FINISHES

**MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN**  
**HOUSING UNIT 1 - FIRST FLOOR PLAN**



JOHN G. WAITE ASSOCIATES, ARCHITECTS P.L.L.C. 2024





THE SECOND FLOOR PLAN AT CELL BLOCK LEVEL B (NOT INCLUDED) IS SIMILAR.

**LEGEND**

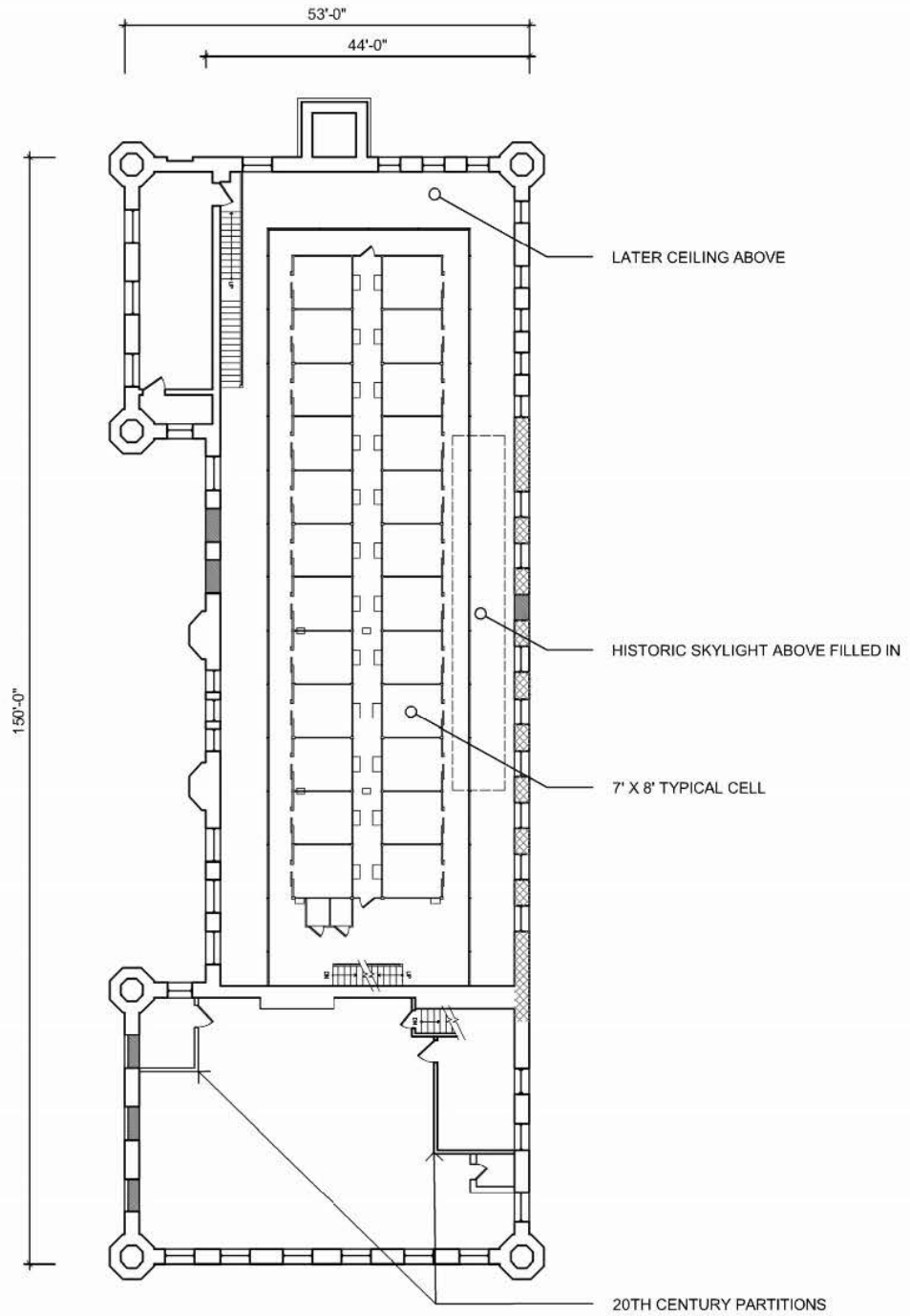
- C. 1860 STONE WALL
- INFILL

**MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN**

**HOUSING UNIT 1 - SECOND FLOOR PLAN  
CELL BLOCK LEVEL A**







THE THIRD FLOOR PLAN AT CELL BLOCK LEVEL D (NOT INCLUDED) IS SIMILAR.

**LEGEND**

 C. 1860 STONE WALL

 INFILL

MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN

HOUSING UNIT 1 - THIRD FLOOR PLAN  
CELL BLOCK LEVEL C



JOHN G. WAITE ASSOCIATES, ARCHITECTS P.L.L.C.

2024



## HOUSING UNIT 3

Housing Unit 3 is in overall stable condition and largely unaltered from its original design, with minor material deterioration in localized areas. The concrete foundations and stairs are generally in serviceable condition, with some areas of spalling and exposed rebar. Exterior limestone conditions vary, with surface soiling and plant growth cause minor stone and mortar joint deterioration to select areas of major deterioration. The decorative carved stone elements are in good condition throughout, but two stone piers have been previously rebuilt. Windows and doors have been modified; most, with the exception of some remnants on the west façade, do not appear to be original. Broken windows and unsecured masonry openings have exposed the interior to the elements and to animal intrusion, and some of the exterior metal security bars are missing. Infilled openings at the first floor of the west façade and non-original metal egress stairs alter the historic exterior appearance. The existing roof is concrete slab on steel trusses covered with an effective but temporary membrane roofing system; this should be replaced in the long-term with a more durable and historically accurate roof material.

The structural steel of the building envelope, including the roof structure, is in good condition despite more than 100 years of service; however, water infiltration and an unheated environment make the building's steel frame susceptible to corrosion, which over time can exacerbate deterioration of the building envelope. The walls in the basement and the piers throughout are in stable condition, but interior masonry cracking at the jambs of the floor-to-ceiling windows was observed at most locations, and may relate to changes made when replacement windows were installed. The added security enclosures visually and spatially interfere with the experience of the historic cellblocks and central atrium space. Decorative metal atrium railings, pipe railings, and metal stairs are intact throughout the building but none meet modern building code standards. The building's tile and concrete floors are in generally good condition throughout the interior, and the glazed interior tile wall finishes are in good condition but the non-original paint coatings have failed. Some lighting fixtures at the interior and exterior remain but do not appear to be original.

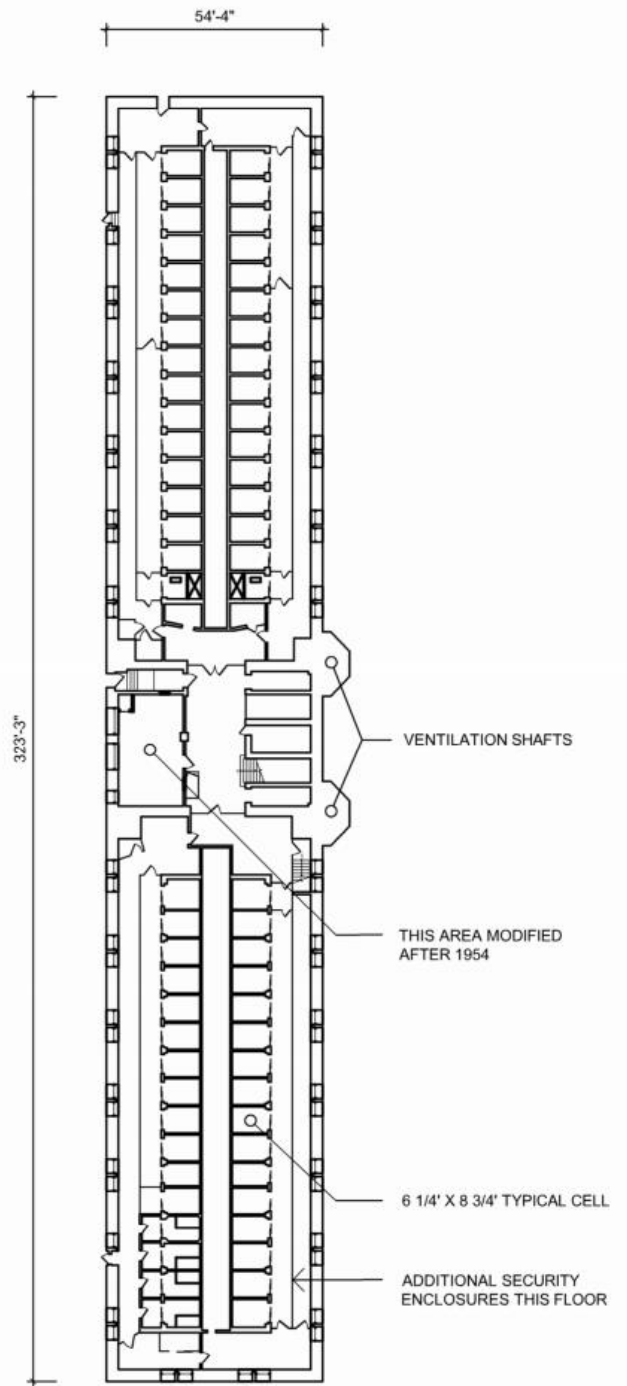
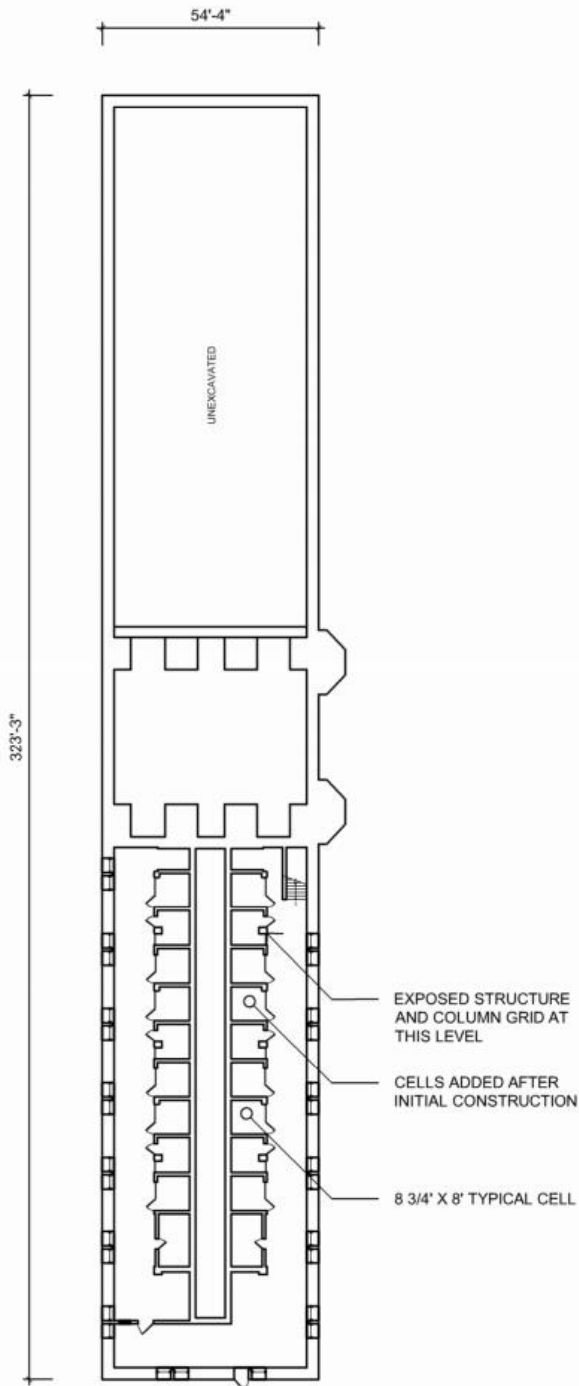
All of the four tiers of metal cellblock components, including doors and operators, appear to be original and in fair condition. Cell furnishings remain in situ in many locations, but are not consistent and are in fair condition. Plumbing fixtures are extant but do not appear to function.







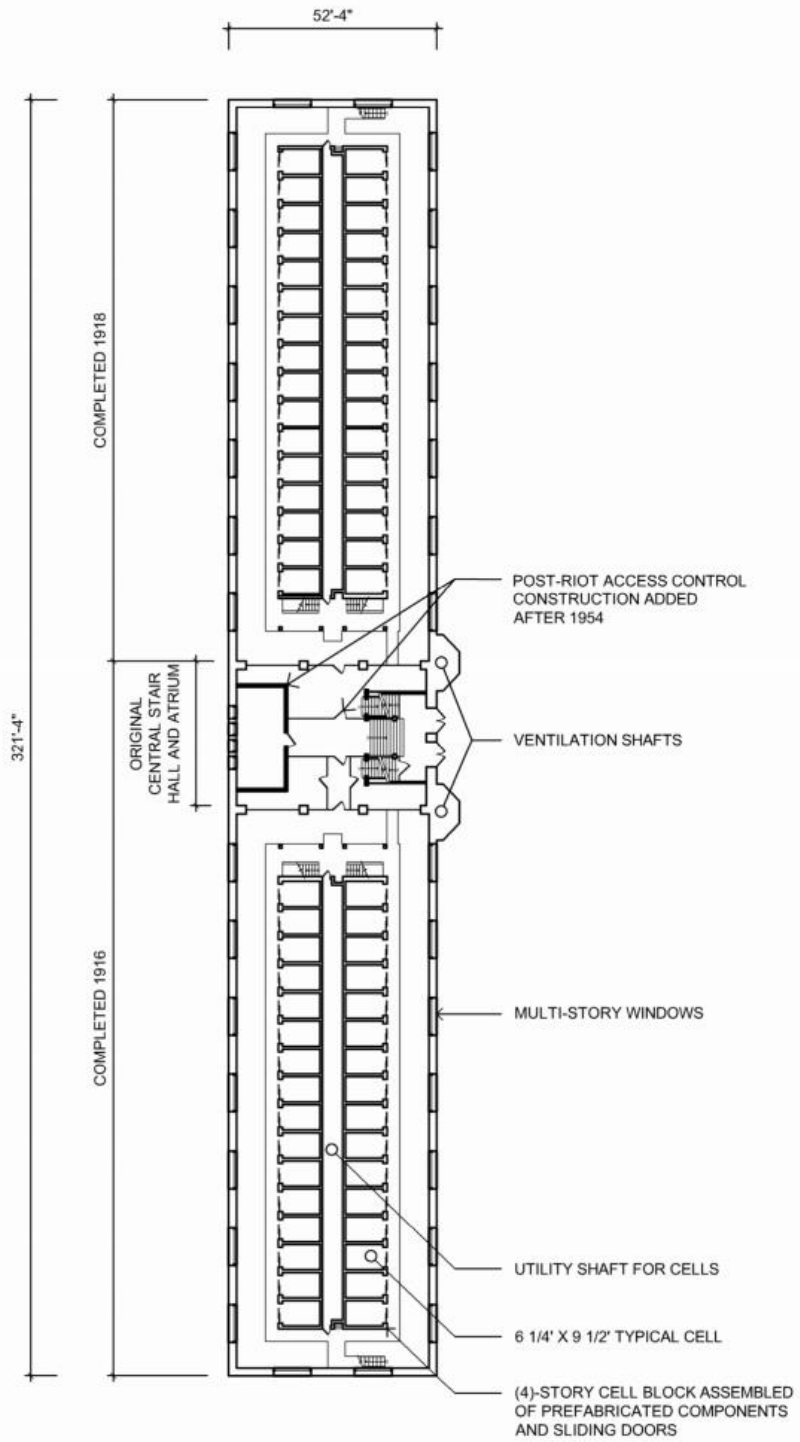




MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN  
HOUSING UNIT 3 - SUB-BASEMENT PLAN







THE SECOND, THIRD, AND FOURTH FLOOR PLANS (NOT INCLUDED) ARE SIMILAR.

MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN  
HOUSING UNIT 3 - FIRST FLOOR PLAN





## HOUSING UNIT 4

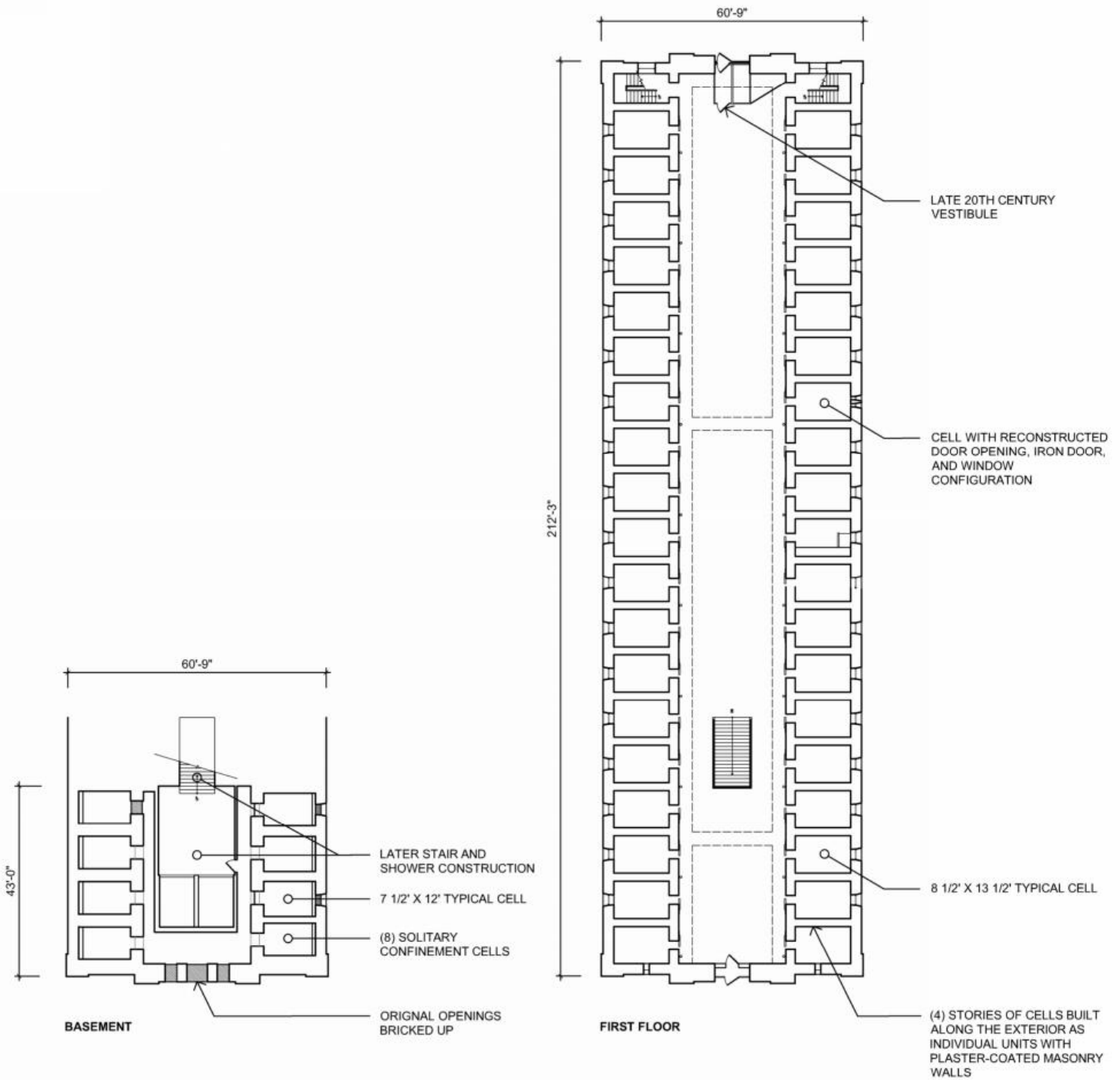
Housing Unit 4 is in overall stable condition, and with the exception of its roof structure and covering, cornice, and exterior roof drainage system is largely unaltered from its original design. The exterior limestone bearing walls have seen several repair campaigns; today, some individual stone lintel units have significant material loss due to spalling, and staining is evident on the south elevation. Individual cell windows have been modified and exterior storm windows have been installed with perimeter sealant. The non-original wood truss roof installed after the tornado is covered with an effective but temporary membrane roofing system.

The interior stone walls which divide the cells from the central gallery are robust, with limited alterations and material degradation. Changes to the basement layout are more evident and include CMU walls and a concrete slab, with recently installed plumbing fixtures for a large group shower area. The metal and concrete catwalks are in stable condition, but areas of concentrated damage have exposed rebar. The non-original metal catwalks that cross the gallery mid-span at each level are in poor condition and are not currently safe for use. Metal railings are intact throughout the building but some have warped top rails and none meet modern building code standards. The building's stone and later concrete floors are in good condition. Painted plaster finishes at interior walls and barrel-vault ceilings are in poor condition, but where exposed, the interior masonry surfaces are intact. Some lighting fixtures at the interior and exterior remain but do not appear to be original.

The stone walls and brick vaults of each cell, which make Housing Unit 4 unique at Missouri State Penitentiary, remain generally unchanged except for small plumbing and prison equipment insertions. Many of the failing plaster finishes have been customized by inmates within each cell. The tile floors are sound, and many of the cell furnishings remain in situ in fair condition. Plumbing fixtures are extant in most locations but may not function. All cell doors except one are later alterations, but they remain intact and in fair condition; it is unknown if the equipment can operate.







THE SECOND, THIRD, AND FOURTH FLOOR PLANS (NOT INCLUDED) ARE SIMILAR.

**LEGEND**

■ INFILL

MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN  
HOUSING UNIT 4 - FLOOR PLANS



JOHN G. WAITE ASSOCIATES, ARCHITECTS PLLC

2024



## CENTENNIAL CELLS

The brick and stone structure is in good condition overall, and does not exhibit any excessive material degradation or structural failure. Exposed to the elements, biological growth covers the interior and exterior surfaces; plaster interior finishes are failing, and painted surfaces are peeling or corroded. Temporary waterproofing covers the structure and is bolted directly into the stone door lintels. Some historic door hinges and iron straps remain in place, but are severely corroded. One replacement door has been installed, but additional research is required to determine its historic accuracy.





## UPPER YARD

The landscaping of the Upper Yard has been greatly simplified from its early 20th century appearance, with well-manicured lawns and gardens edging formal pathways, but the historic 19th century quadrangle form is still contained by the three limestone housing units. The existing hardscape is in fair condition; the Victims Memorial is in poor condition. The remaining single story of the Education Building, and the architectural remnants of the Maintenance & Mechanical Building and Housing Unit E are in fair condition.





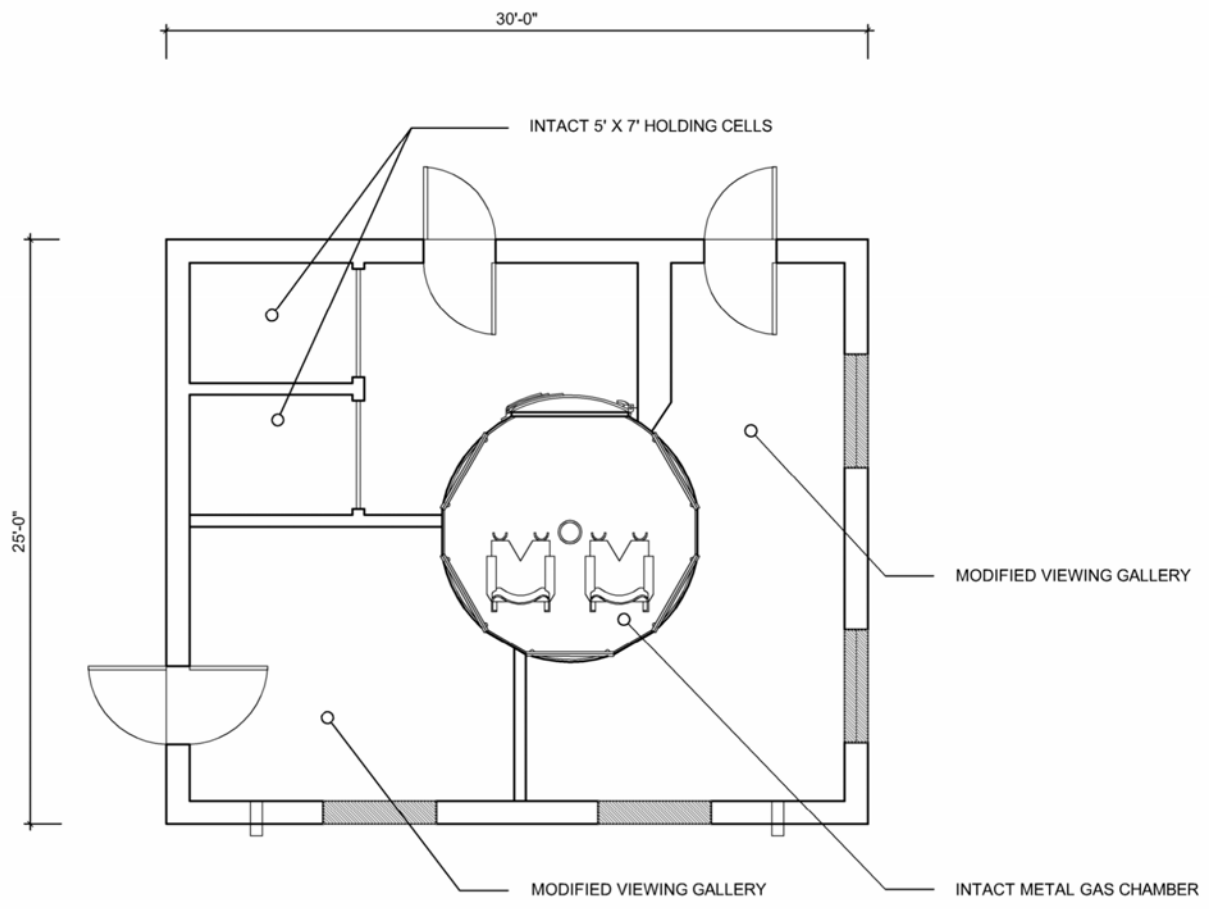
## GAS CHAMBER

The Gas Chamber is in good condition overall, and does not exhibit any excessive material degradation or structural failure. Exterior masonry wall surfaces are soiled, and stone displacement and mortar deterioration are localized. Windows and doors have been modified and do not appear to be original; where extant, doors are in good condition. Some of the original metal security bars at openings are missing. The existing roof is covered with an effective but temporary membrane roofing system. Adjacent paving and other original site features are either in fair condition or no longer extant.

The building's concrete floors are in good condition throughout the interior. Painted plaster finishes at interior walls and ceiling surfaces are in fair condition, with deterioration more prevalent at the holding cells. Plumbing fixtures are extant but may not function; some lighting fixtures at the interior and exterior remain but do not appear to be original. Existing furnishings remain in situ in fair condition. The original metal gas chamber equipment and associated elements are largely intact but no longer functional; where painted finishes are failing, surface corrosion is evident.







**LEGEND**

■ INFILL

**MISSOURI STATE PENITENTIARY · HISTORIC MASTER PLAN**  
**GAS CHAMBER - FIRST FLOOR PLAN**



JOHN G. WAITE ASSOCIATES, ARCHITECTS PLLC 2024



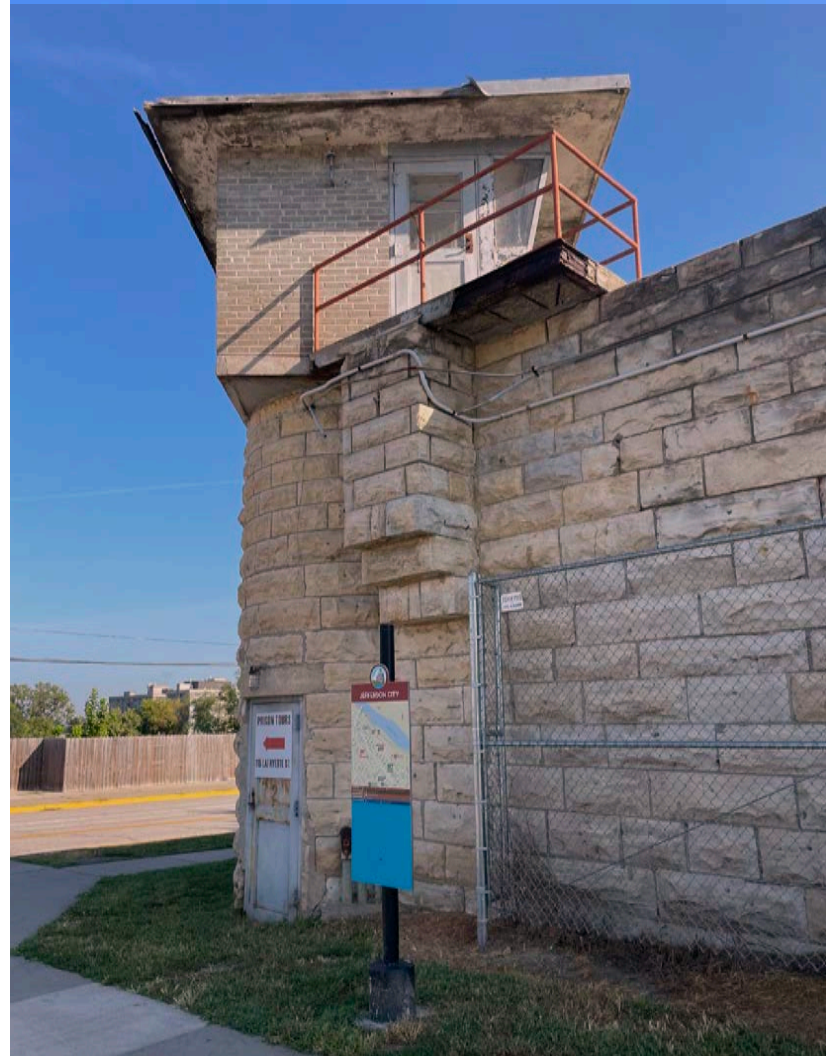
## PERIMETER WALLS AND GUARD TOWER

Due to multiple changes made over time, the existing condition of the remaining stone perimeter walls varies significantly. Some areas are in good condition, with limited masonry deterioration; other areas exhibit major deterioration. Limestone with different surface finishes as well as inappropriate repointing mortar and masonry infill at areas of previous repair have created significant visual and material inconsistencies at every elevation. Areas of partial collapse have resulted from tornado damage, and other sections have been demolished as use of the site has changed since the penitentiary was decommissioned.

While the materials and details of the guard house modifications made after the 1954 prison riots conflict with the historic character of the original towers, they represent an extremely important and highly visible example of the extensive changes made to improve prison security at that time. Unfortunately, most of the guard houses are in poor condition, with failing concrete structural elements at the platforms and roofs, missing roof coverings, and severely deteriorated door and window assemblies. Plant growth can be found at every tower and contributes to this material degradation. As a result of the mid-century modifications, the guard shacks have varied internal entry sequences, but none of the circulation systems or railings comply with modern building code. The interior furnishings and finishes are largely extant, but in deteriorated condition from exposure to the elements.

Tower 1, along Lafayette Street, maintains much of its original limestone structure and is in good condition. It does not exhibit any excessive material degradation or structural failure. Sheared metal rods tie into the stone at the height of a historic metal platform. The guard shack is stable, and the concrete platform and roof are the most intact of any tower on site. There is minor damage to the roofing system and corrosion of the sheet-metal flashing.

Tower 2, at the corner of Lafayette Street and East Capitol Avenue, maintains much of its original limestone structure in good condition. In general, the guard shack is stable, despite concrete spalling and exposed steel reinforcement at the platform and roof structure, as the platform is partially supported by a limestone corbel. The internal metal ladders, platforms, and railings used to access the guard shack are corroded and unstable.





Tower 5, at the corner of Chestnut Street and East Capitol Avenue, maintains much of its original limestone structure in good condition, and a stone plaque remains above the door. While the guard shack is stable, the concrete platform and roof structure are spalling and cracking, and some of the concrete corbels, unique to Tower 5, have exposed rebar.

Tower 10, at the northeast corner of the Historic Core, retains most of its uniquely octagonal original limestone structure, with later limestone reconstruction and infill. The tower is in stable condition, but serious masonry through-wall cracking was observed and the integral construction of the internal stone spiral staircase, unique to this tower, is not safe for access. The modified guard shack is stable, but the concrete platform and roof structures exhibit major spalling and exposed steel reinforcement.





# PRESERVATION STRATEGIES AND RECOMMENDATIONS

The structures of the Missouri State Penitentiary complex represent the evolution of prison philosophy and design from the 1830s through to the 1930s, with continuous changes being implemented as the site expanded until it was decommissioned in 2004. Today, the Missouri State Penitentiary is a campus-like setting with a unique and distinctive character that retains historic authenticity and architectural integrity. As a richly layered site, it is important to preserve as much of what remains as possible, to tell the full and complicated story of the history of the site over time to future generations of visitors.

## PRESERVATION STRATEGIES

The intent is not to provide a “new” appearance for the buildings of the Missouri State Penitentiary, but to provide repairs that restore the integrity of the structures and their finishes and furnishings while acknowledging the patina of time.

Character-defining features should be retained wherever possible, and missing features such as the crenellated elements on Housing Unit 1, should be restored.

For several reasons, Housing Unit 1 is the building best-suited at MSP to become the primary structure for adaptive museum use. Its prominence and central location at the entrance to the site make it easily recognizable and accessible to visitors, and while changes to the building’s interior have been made over time, the original four-story cellblock configuration remains intact. Most of the character-defining features that represent state-of-the-art prison design and associated building technologies at the start of the 20th century can be preserved and restored; other later additions can be retained where appropriate. A careful evaluation of all existing components, materials and finishes that is balanced with sensitive new insertions can provide an authentic and multi-layered environment for a unique and dynamic visitor experience.

The west façade of Housing Unit 1 should be restored to its earliest appearance, including the restoration of the central tower and turret crenellations, the historic window configurations and details, and reproduction of the original decorative metal entrance gate. Elsewhere, where scars remain on building elevations from previous evidence of those changes made over time can be retained. The slate roof and exterior metal cornice should be restored, and additive ceiling in the cellblock should be removed, in anticipation of the restoration of the original skylight at the east side of the building. At the interior, plaster walls and ceilings and glazed tile wall and mosaic tile floor finishes throughout the building should be restored to the greatest extent possible while accommodating new programmatic uses; this should include interior character-defining features such as the access control guard booth in the carriageway. Twentieth-century renovations at the first floor of the north end of the building and at the second and third floors of the south wing should be removed, and a new code-compliant stair and elevator tower can be located at the



south end of the east façade to meet current life-safety and accessibility code requirements for access to the upper floors of the building.

Housing Units 3 and 4, while architecturally distinct from each other in many ways, are quite similar in that neither building has seen many modifications over time. Both structures should be preserved in their current state, with selective restoration of significant features and finishes, including conservation of the cell finishes themselves on at least one level of each building, undertaken to maximize interpretive value. The architectural integrity of their respective exterior materials and details and their interior configurations is exceptional, and as such both structures should be considered in their entirety as primary artifacts of the penitentiary museum experience, open for self-guided visitor access and docent-led interpretation. While security improvements that were made following the 1954 Riots have acquired significance in their own right and should be retained, late 20th-century ad-hoc modernizations typically detract from the experience and interpretation of the interior of these important structures, and should be removed.

The technical approaches to the restoration of the exterior limestone masonry facades will vary between the two building typologies (HU-4: stone bearing wall and HU-3: steel framed, mass masonry veneer walls), and the original heavy timber roof trusses missing from Housing Unit 4 should be reproduced and reinstalled when a new roof is planned; this effort should also include the restoration of the original cornice, attic ventilation and roof drainage details. Accessible entrances to the main floors of both of these structures should be considered directly from the exterior and on a floor-by-floor basis, in order to minimize or ideally eliminate any new construction at the interior of either building.

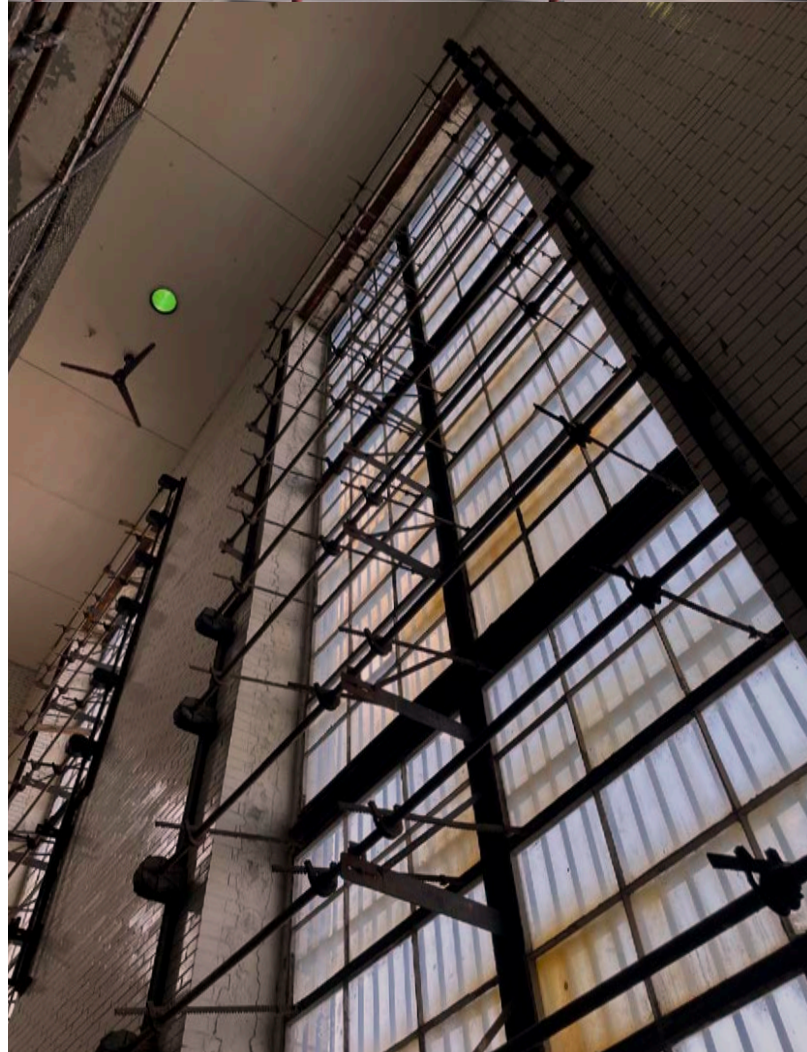
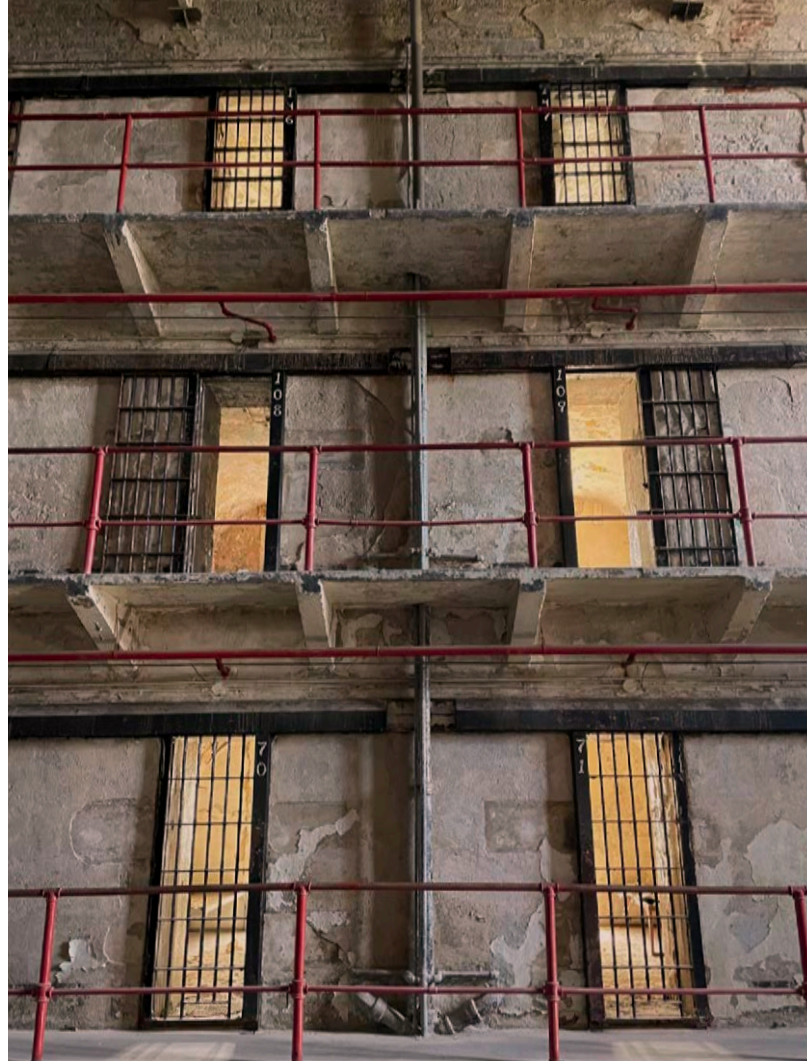




The Centennial Cells, as well as other archeological remnants of the site's 168-year history, require a disciplined approach to their further investigation, documentation, interpretation and management, to ensure the long-term protection of fragile building materials and fragments that have been or will be uncovered. Further archeological study should be undertaken to determine the location and extent of other remaining adjacent cells, if any, so that an appropriately sized lightweight shelter can be designed and erected to provide more robust protection from the elements. Ideally, this would be undertaken in conjunction with a site-wide archeological assessment and investigation, prior to the commencement of significant construction activities.

The penitentiary walls should be restored where extant and proposed to remain. Other locations can be removed and salvaged for use in the restoration effort. The eastern wall of the Historic Core should be reconstructed about ten feet higher to attain its original height. Towers 1 and 5 should be restored to their ca. 2004 appearance, Tower 2 should be restored to its ca. 1890 appearance and Tower 10 should be restored to its 1869 appearance. The use of limestone to create new enclosing site walls where historic prison walls did not exist should be avoided; the retention of 1938 corridor construction and creative landscaping strategies should be employed instead. To provide a cohesive nighttime appearance, an exterior lighting concept that integrates the perimeter walls, towers, and exterior façades of Housing Unit 1, Housing Unit 3, and Housing Unit 4 together should be pursued.

Further study of both the archeology and the historic and current landscape materials, elements, and configuration should be undertaken before specific conceptual ideas are advanced for the Upper Yard and other site areas of the Missouri State Penitentiary. General guidelines should reinforce historic materials and views, while addressing existing topography and site accessibility strategies as well as directional signage. The Victims Memorial should be restored. The adaptive use of the remaining portion of the Education Building to house various site amenities—such as back-of-house food services and event support, new utilities, grounds keeping, and expanded toilet facilities—should be strongly considered, as this building is well-built and in very good condition. If this building is to be retained, the roof requires replacement and a new perimeter railing

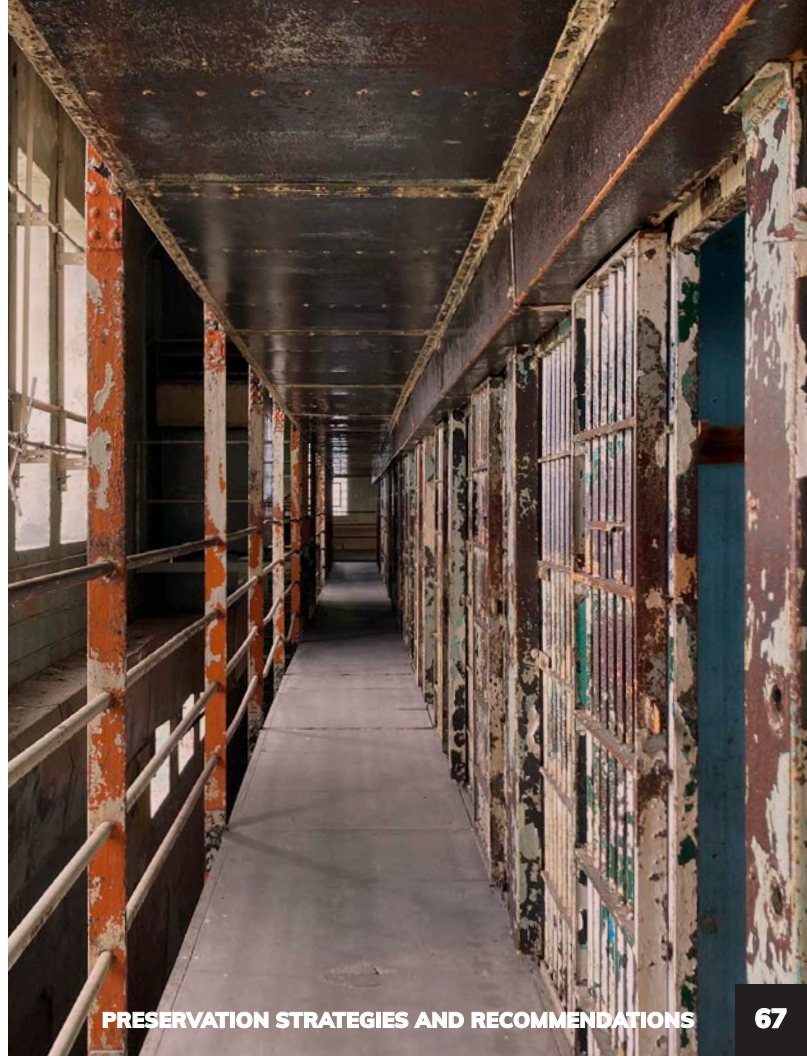




Despite its original location at some remove from the occupied housing units at the Missouri State Penitentiary, the Gas Chamber cannot stay in its present location and needs to be moved to a new site northeast of Housing Unit 4. This will relocate one of the most important structures of the site into the Historic Core, where it can be understood in context with the other historic structures of the penitentiary. A conservation approach should be applied to the interior of the building, in terms of all finishes and furnishings in both the holding cells and the viewing rooms, and for the gas chamber equipment and associated elements, including the exhaust pipe. The brick paving and concrete cross should be salvaged and reinstalled at the proposed new location, and other surrounding site features that are no longer extant should be restored at the new location to maintain the quality and details of the structure's original setting.

Other project considerations for planning, design, and construction include:

- Preparation of a Cultural Landscape Report for the entire site, and individual Historic Structure Reports for House Unit 1, 3, and 4, as well as the Gas Chamber.
- Detailed documentation of the site, via laser scanning for both the topography of the site and the interior and exterior of all structures and elements.
- Removal and replacement of all utilities to meet current local requirements and proposed uses and needs for the site (electric, water for domestic and fire suppression, sanitary and storm).
- Assessment and strategy for encapsulation or abatement of suspected hazardous material.





## BUILDING ENVELOPES AND SYSTEMS

The roofs, masonry walls, and windows (most of which are non-original) are in good condition, and with the exception of the windows are relatively straightforward to repair. The sheer volume and size of the replacement metal windows in Housing Units 1, 3, and 4 is daunting; installation details from the replacement may not have employed best practices. The steel windows in particular are at the end of their lifespan and in poor condition; their preservation or reproduction will require creative strategies to achieve a cost-effective and weathertight result. As mass masonry structures, the detailing and performance of the building envelope relative to new building systems and the increased effects of Climate Change must be balanced accordingly. The early systems and details of the buildings within the Historic Core were at the forefront of new ideas for improved health and sanitary conditions for individuals incarcerated at the Missouri State Penitentiary. Where extant, original but inactive building system components for early mechanical, electrical, and plumbing systems should be retained or reproduced for interpretive purposes, such as the central stoves in Housing Unit 4, or the forced air distribution systems in Housing Units 1 and 3. Historic light fixtures should be retained and reused wherever possible. New systems that can capitalize on the original conceptual designs and system pathways should be explored.

For Housing Unit 1, all existing building systems should be removed and new energy-efficient building systems for complete HVAC and electric distribution in anticipation of the structure's future use and interpretation. Systems should be installed in a manner that is easily reversible without significant damage to the building, and should balance occupant comfort and object conservation goals with the limitations of the historic building envelope. If possible, significant exterior equipment should be located in a new below-grade utility vault to avoid a negative visual impact on the building or the surrounding landscape, and new public restroom facilities should be located in adjacent new construction.





For other structures at the penitentiary, minimal heating and ventilation distribution should be provided to promote the stability and long-term durability of the building interiors, in order to avoid freeze-thaw conditions in the winter months and high-humidity conditions in the summer months. Storm windows could be considered, where they would also provide protection from the elements to the metal windows. Provide code-compliant electric distribution and lighting to facilitate the use and interpretation of the interior of the buildings; reuse or reproduce historic light fixtures where possible, or provide period-appropriate fixtures or concealed light sources. The installation of fire detection and alarm systems in all structures should be planned, and a new fire suppression system should be installed within Housing Unit 1. Care should be taken to retain all extant elements of earlier fire suppression systems, as well as communications, security, and other A/V requirements to inform the interpretation and education around these interesting aspects of the site.

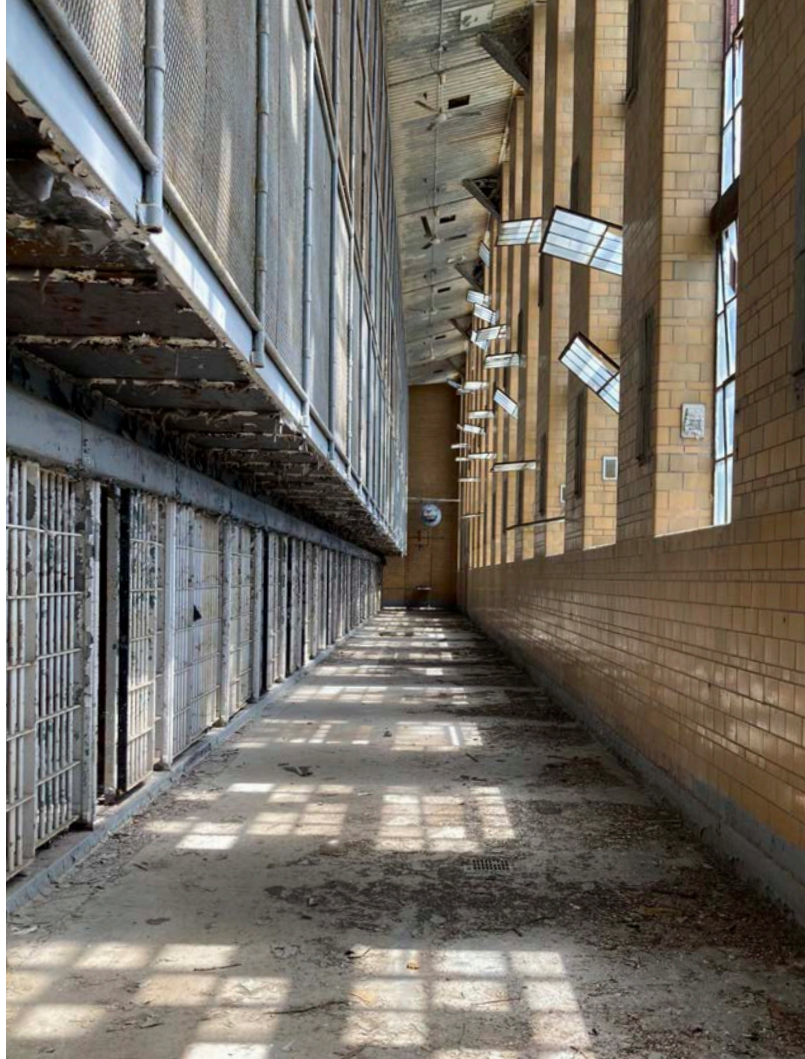




## OTHER STRUCTURES

While buildings outside of the Historic Core also retain integrity and significance, and may be good candidates for adaptive use, a different preservation strategy is needed to encourage their rehabilitation. While these structures should be retained, they should not be incorporated into the future museum complex.

As the State of Missouri looks to secure funding for the initial phase of the restoration and adaptive use of the Missouri State Penitentiary structures within the Historic Core as an educational museum and tourist attraction, other financial resources can be considered for subsequent phases on project development that can address remaining penitentiary structures and elements that fall outside the Historic Core. Sources of potential historic preservation funding may include the federal government, other state and city agencies, local private organizations, historic societies, and universities.





## ENDNOTES

1. Adam Jay Hirsch, *The Rise of the Penitentiary: Prisons and Punishment in Early America* (New Haven, CT: Yale University Press, 1992), xi.
2. *Ibid*, 3-12.
3. *Ibid*, 18-19.
4. *Ibid*, 14.
5. Jamie Pamela Rasmussen, *The Missouri State Penitentiary: 170 Years Inside the Walls* (Columbia, MO: University of Missouri Press, 2012), 8.
6. "Legislative Analysis," *Jeffersonian Republican*, January 12, 1833.
7. "Penitentiary," *Jeffersonian Republican*, June 15, 1833.
8. Daniel Dunklin, "Extra Session—State Bank," *Jeffersonian Republican*, January 25, 1834.
9. "Convicts: No Restriction on Their Labor in Any Part of the City," *Daily State Journal*, April 16, 1875.
10. "The contract system of labor in the Penitentiary is not calculated to benefit the State in any great degree." "Journal of the House of Representatives of the State of Missouri, at the Adjourned Session of the Twenty-Third General Assembly" (Jefferson City, MO, 66 1865), 289.
11. James Cannings Fuller, "The Imprisoned Abolitionists," *The Liberator*, February 21, 1845. "The British and Foreign Anti-Slavery Reporter" VI, no. 11 (May 28, 1845), 107.
12. Rasmussen, *The Missouri State Penitentiary: 170 Years Inside the Walls*, 18.
13. "Journal of the House of Representatives of the State of Missouri, at the Adjourned Session of the Twenty-Third General Assembly", 286.
14. Rasmussen, *The Missouri State Penitentiary: 170 Years Inside the Walls*, 57.
15. Mark S. Schreiber, *Forgotten Shadows* (Walsworth Publishing Company, Inc., 2023), 3.
16. Rasmussen, *The Missouri State Penitentiary: 170 Years Inside the Walls*, 106.



# TOURISM







## **DESTINATION PROCESS AND ASSESSMENT**

### Assess Site and Facilities

- Housing Unit 1
- Housing Unit 3
- Gas Chamber
- Walls and Towers
- Upper Lawn

### Visitor Data

- Market Assessment
- Competitive Landscape
- Benchmarking

## **DESTINATION STRATEGIES AND PLAN**

### Overview

- Housing Unit 1 Museum Overview
- Exhibits
- Intake and Orientation
- Signature Film
- Historic Site Tour
- Gas Chamber
- Events
- Museum Store



# DESTINATION PROCESS AND ASSESSMENT

The master plan process starts with an assessment to explore the potential of Missouri State Penitentiary as a tourism destination. The assessment leads to development strategies and forms the foundation of experience planning and recommendations. Key steps within the assessment include:

## **Assess Site and Facilities**

Using onsite observations, review of building drawings, and historic images, determine the potential for the guest experience and the inherent challenges.

## **Conduct Operational Assessment and Capacity Analysis**

Develop opinions of design day attendance and length of stay to “right-size” improvements such as restrooms, exhibits, and parking.

## **Gather Information on Current Visitors**

Understand attendance patterns and product preferences for current visitors as a baseline for growth.

## **Assess Market**

Using demographic data and geofencing, determine the market potential for attendance growth at Missouri State Penitentiary.

## **Assess Competitive Landscape**

Understand how Missouri State Penitentiary fits into the landscape of leisure time destinations and how it can become a must see.

## **Conduct Benchmarking**

Look at examples of other prison tours in North America and beyond to learn, find inspiration, and support differentiation of Missouri State Penitentiary as a one-of-a-kind destination.

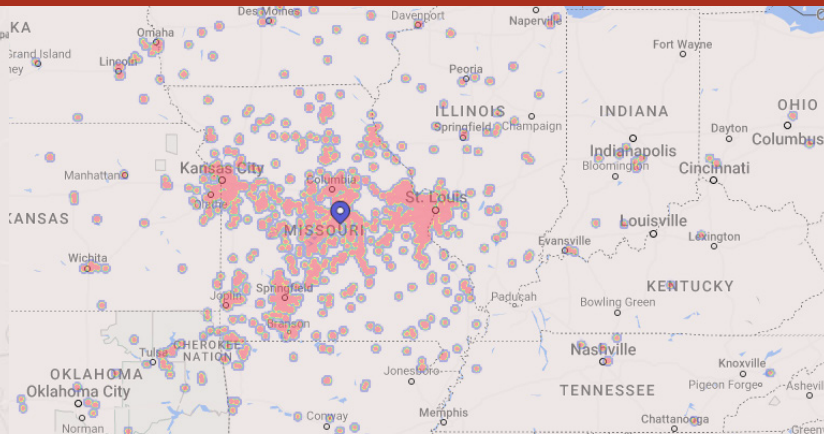
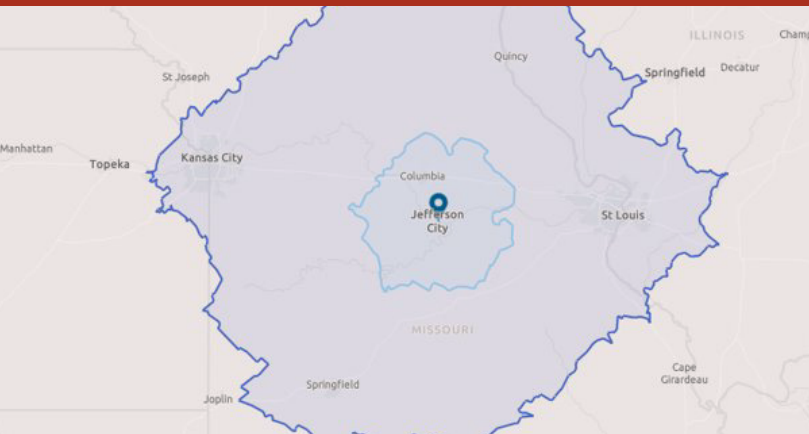






**1.** Assess Site and Facilities

**2.** Conduct Operational Assessment and Capacity Analysis



**3.** Gather Information on Current Visitors

**4.** Assess Market



**5.** Assess Competitive Landscape

**6.** Conduct Benchmarking



## ASSESS SITE AND FACILITIES

The Missouri State Penitentiary offers visitors a fascinating look inside a world foreign to most people. The remarkable historic structures immerse visitors in a dramatic and emotionally powerful setting. But the site and facilities have several conditions requiring remediation including compliance with the Federal Americans with Disabilities Act (ADA), addition of restrooms, and environmental conditioning of some building interiors for guest comfort and conservation of historic artifacts.

Guided tours have been operating successfully at Missouri State Penitentiary for many years. The addition of a museum onsite and self-guided tours will help maximize potential growth as a tourist destination. With the self-guided experience as the base option, accessibility must be a requirement.

Sufficient parking to support attendance growth will require additional area beyond the proposed 500- by 500-foot walled tourist destination. Access through the walls and across the site will be required for emergency and maintenance vehicles.









## **Housing Unit 1**

Housing Unit 1, the historic Administration Department and Female Prison, is the most publicly visible and iconic structure on the site. The façade shows many scars from decades of modifications due to additions, connections with other buildings, and removal of historic elements, yet the essence of it remains.

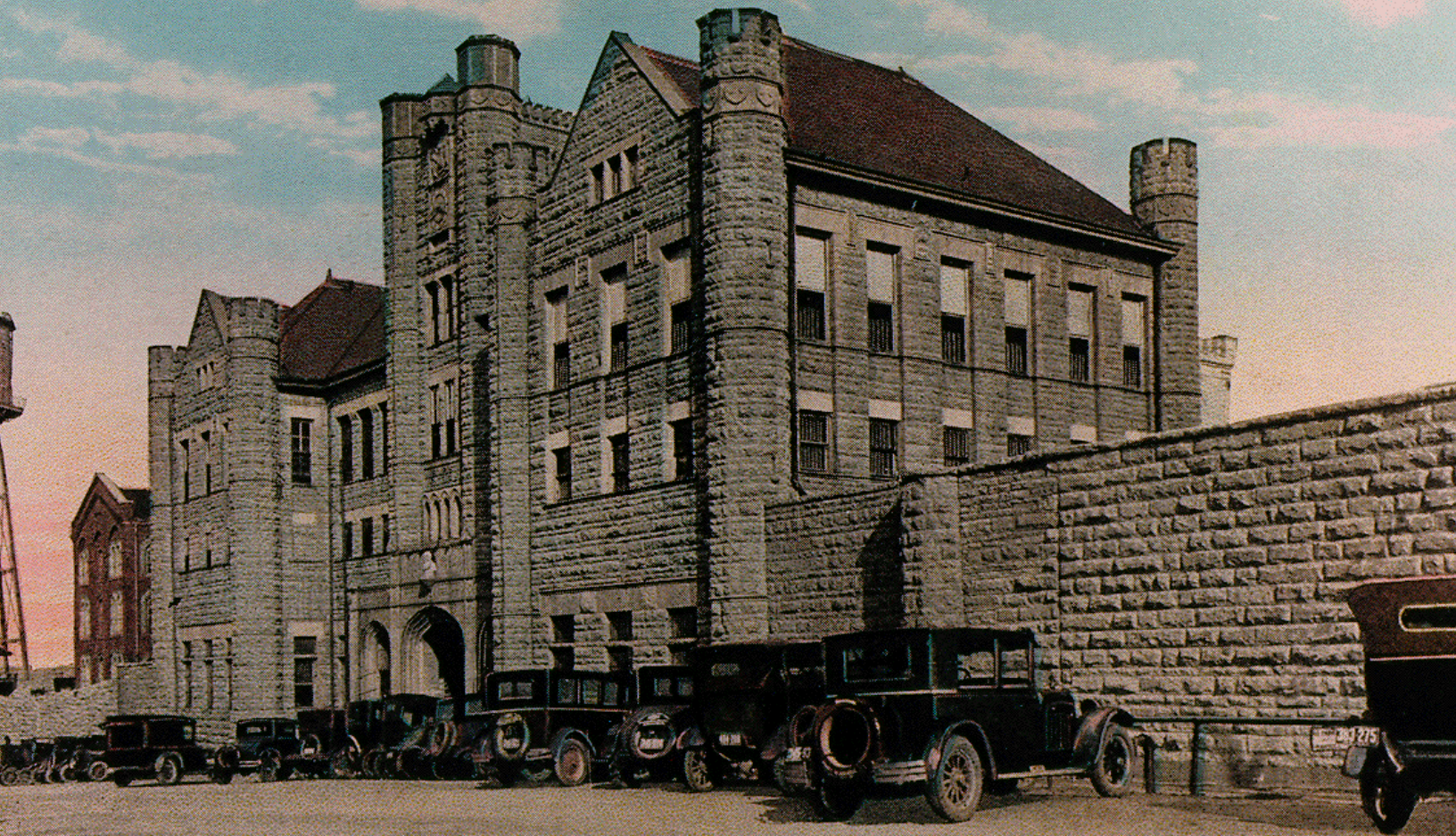
As for development as a tourism destination, Housing Unit 1 makes the ideal “front gate.” The iconic form will stir emotion and trigger anticipation as guests approach it. The proximity to potential parking and ground level (accessible) entrance makes it convenient and weather friendly for leisure visitors and groups.

The condition of the interior makes Housing Unit 1 ideal to house the museum, museum store, concessions, and tour embarkation—assuming ADA, circulation, and conditioning issues are addressed. Significant parts of the interior have been modified, but much remains original. This means the museum and interpretive features inside can work with the historic architecture as interpretive artifacts and still have freedom to further modify non-original areas to work as exhibit galleries and theaters. The long service corridor connected to the rear façade provides additional ground floor exhibit space and can help address some of the ADA compliance challenges.

Extensive work will be required to have Housing Unit 1 serve as the entrance and primary interpretive building, but doing so will provide a full experience for guests, even during bad weather. Focusing interpretive elements in Housing Unit 1 allows the interiors of the other buildings to retain their historic character with minimal modification or intrusion for interpretive exhibits.



Entrance to Missouri State Prison, Jefferson City, Mo.—2





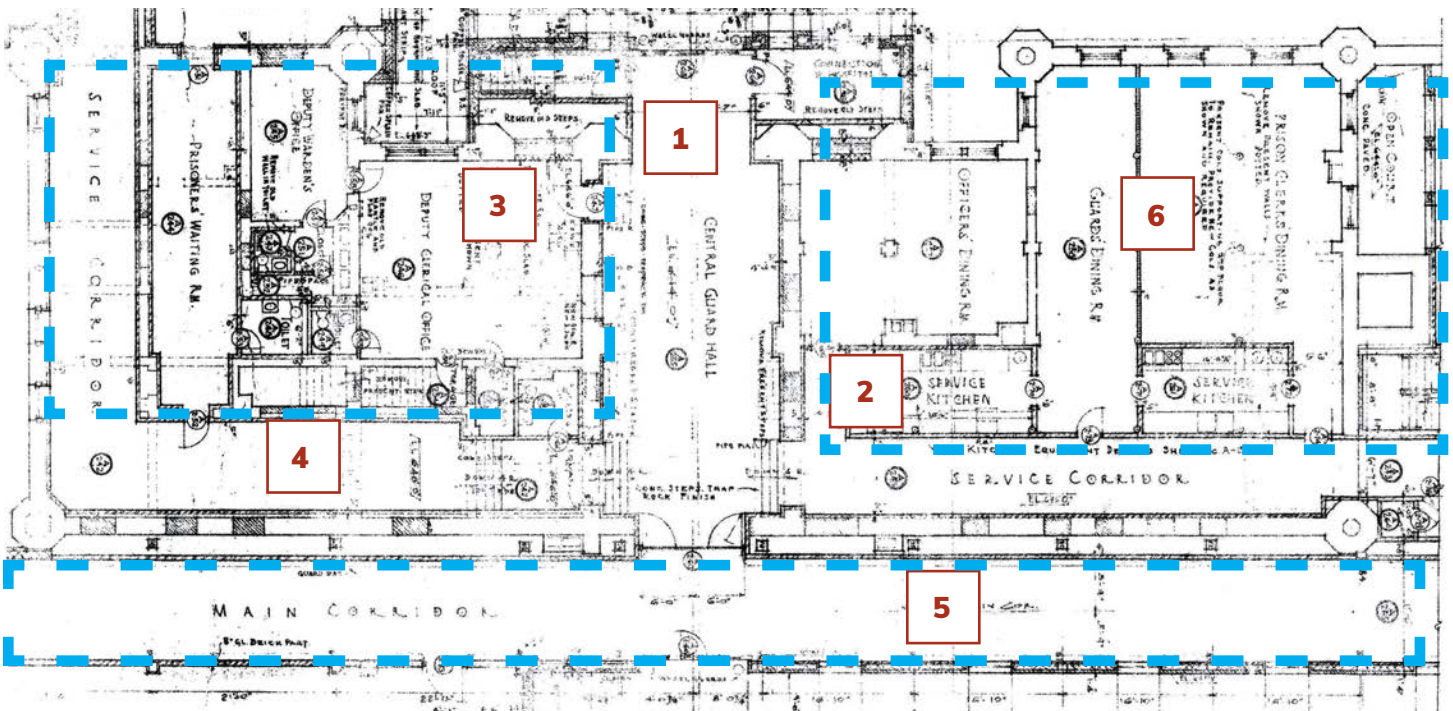
## Housing Unit 1 (continued)

The organization of Housing Unit 1 works well the layout of a modern museum within the tourist destination. The entrance area provides a strong entrance functionally and emotionally. It also serves as a central "spine," leading to the Upper Lawn with the museum experience beginning on one side and the museum store and ticketing on the other.

Potential for Museum Experience and tour gathering.

Potential for orchestrated arrival.

Potential for Ticketing, Museum Store, Concessions, and Back of House.



The corridor provides a control point for admissions, additional exhibit space, and circulation include potential ADA solutions.





**1.** The remaining prison build-out provides a dramatic setting as guests enter. The direct connection to the Upper Yard is visible at the rear.



**2.** This corridor leads to the museum store location but is not ADA compliant.



**3.** Elements of this offender intake area add to the dramatic character of the experience.



**4.** This interior corridor is part of the potential museum area on this level.



**5.** The service corridor adds exhibit space and provides good guest flow circulation, helping resolve ADA challenges.

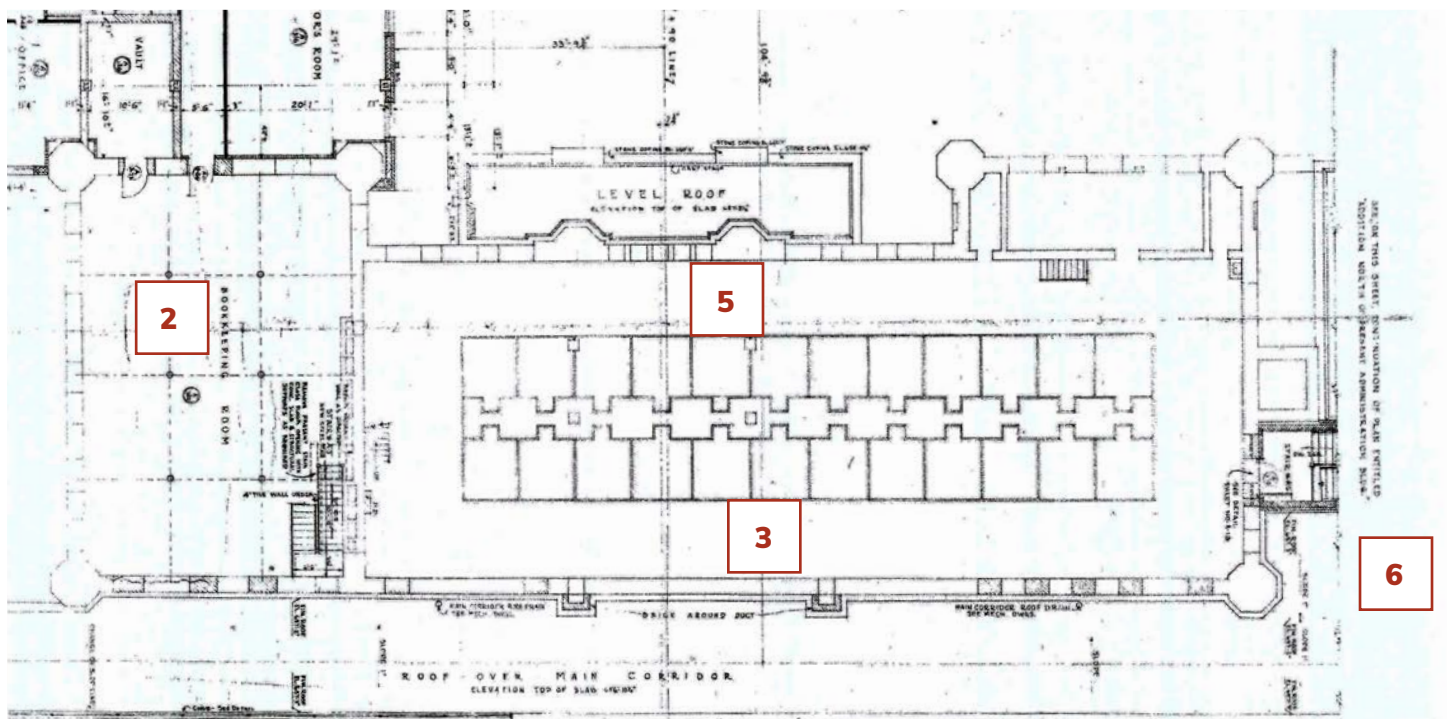
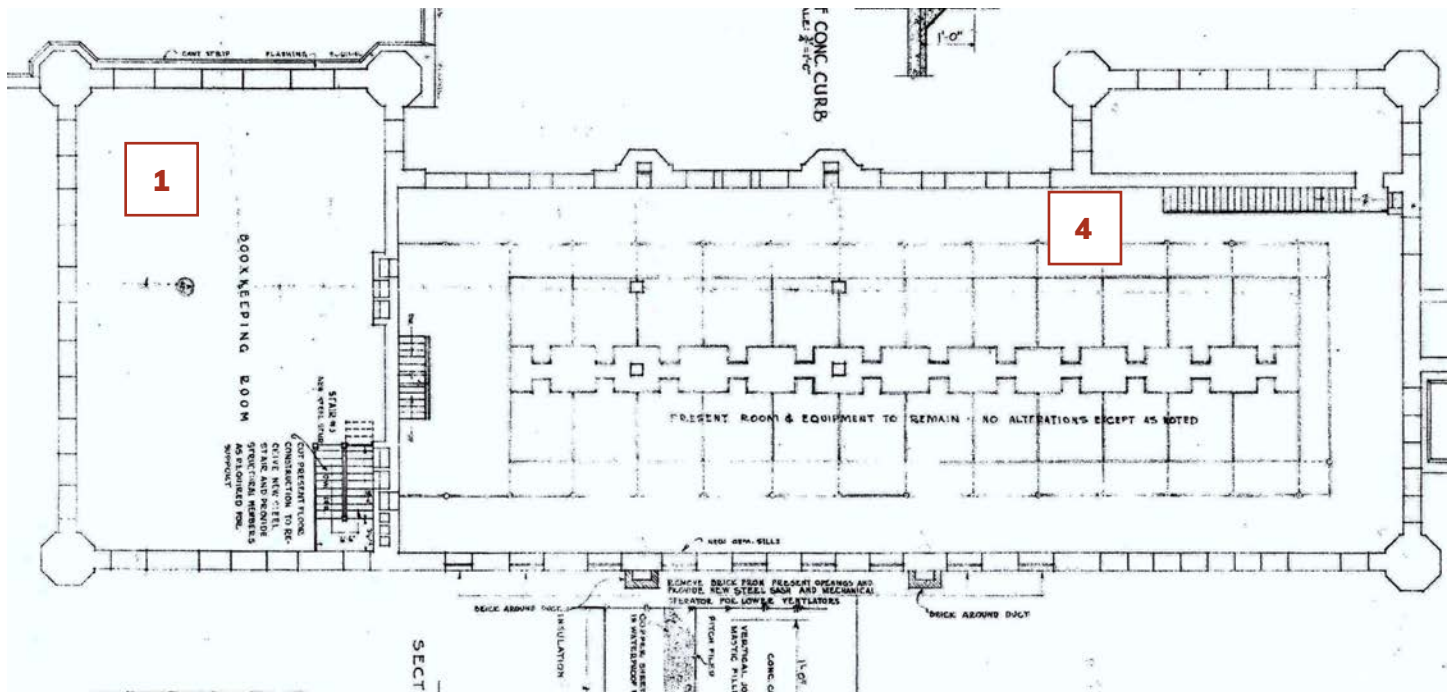


**6.** The area currently functions as back of house and can be modified since it has little historic value.



## Housing Unit 1 (continued)

The museum experience begins on level one, but levels two and three have the area needed for most of the exhibits and media experiences. The large volume spaces work well for interpretive exhibits and the media experience. The cellblock invites guests to step into the prison environment and glimpse the life of offenders and officers.







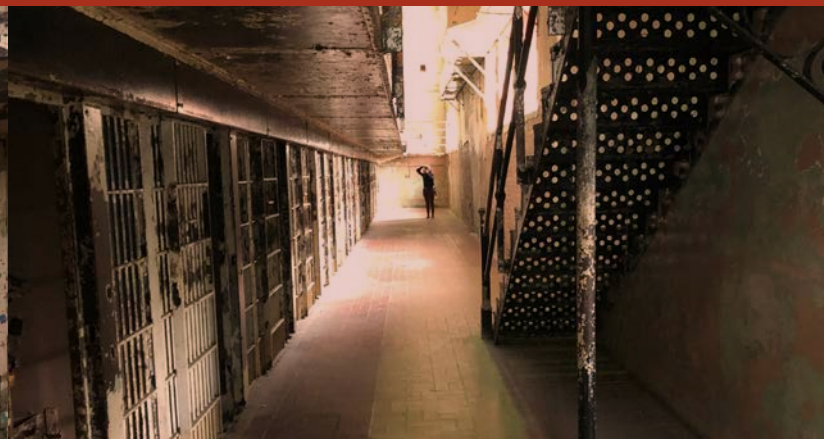
**1.** This open vaulted room on level three could work well for a media experience.



**2.** This large room on level two could work for exhibits. The mezzanine level can be removed.



**3.** The main floor of the cellblock (building level two) provides an immersion experience and interpretive opportunities.



**4.** Potential for Ticketing, Museum Store, Concessions, and Back of House



**5.** View into the showers on the main cellblock level.



**6.** Asst. Warden's Office—good location to interpret riots but not accessible.



### Housing Unit 3

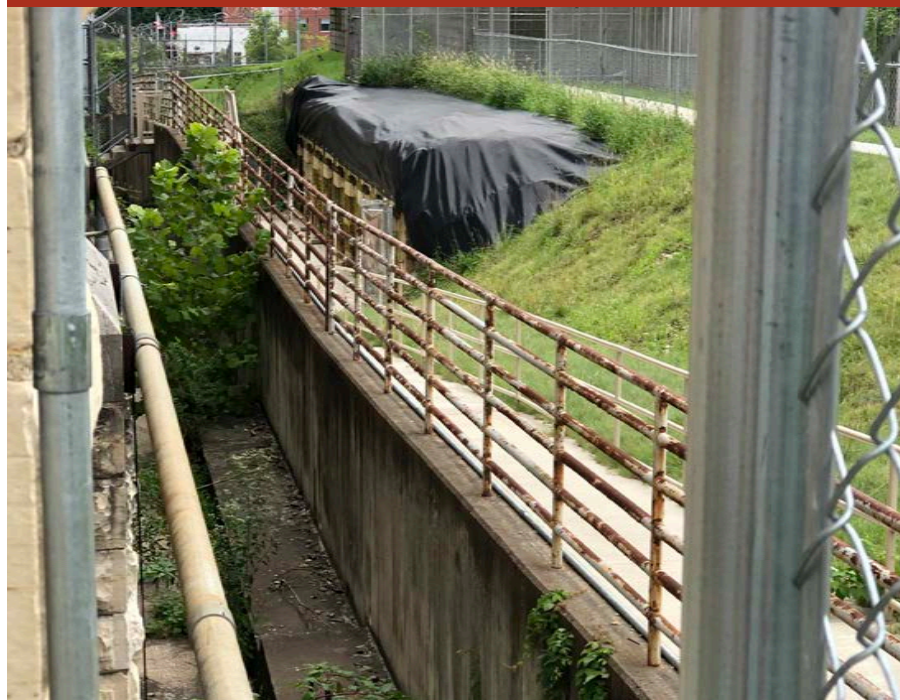
Housing Unit 3 is more modern than Housing Unit 1 or Housing Unit 4. Some of its features reflect the evolution of philosophy toward corrections and corrections architecture.

As the largest of the buildings in the plan, it can show guests the vast scale of Missouri State Penitentiary. The main entrance at the center of the east façade (between the turret towers) has steps and is not currently ADA compliant.

Housing Unit 3 was also home to Death Row, on the lower level of the building, segregated from the other cellblocks. Death Row inmates were limited to one hour of exercise per day. The caged outdoor exercise yards are located just west of the building and add an important element to the story.



- ▲ Housing Unit 3, shown in its current condition, adds significantly to the impressive architectural interest and scale of Missouri State Penitentiary. Ramping will be required for ADA accommodation.
- ▼ The caged exercise yards are still visible on the south side of Housing Unit 3. Ramping will be required to address ADA compliance.



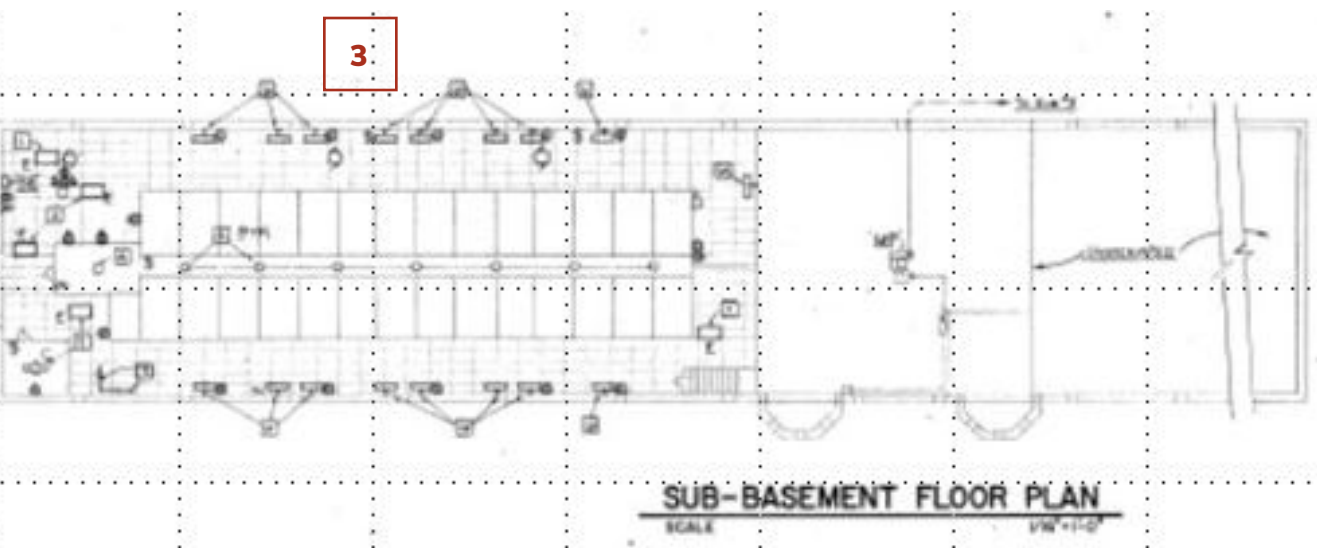
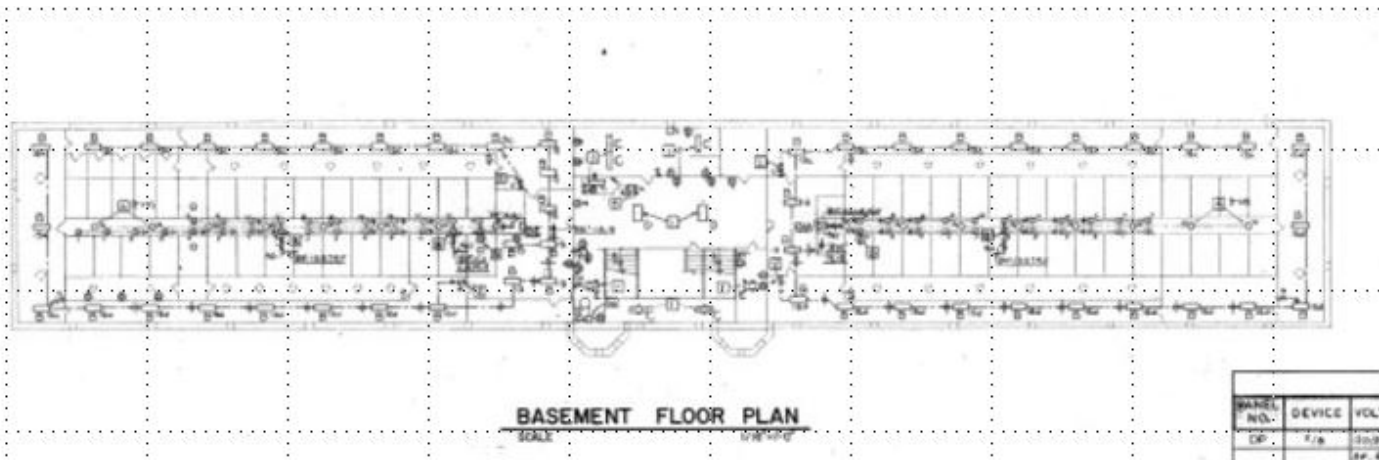
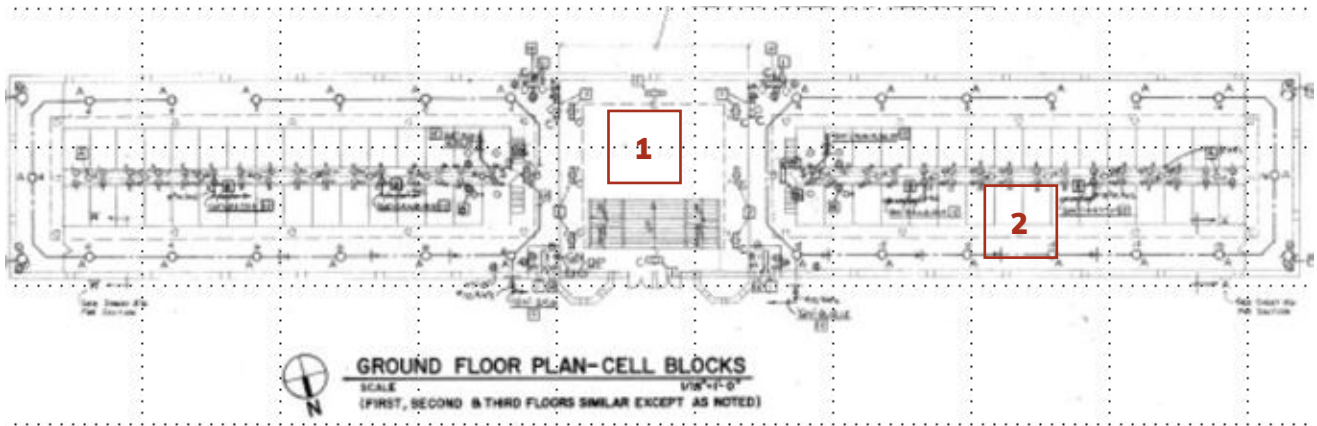






### Housing Unit 3

Inside, the building boasts a dramatic multilevel open atrium staircase system. If accessibility is provided to the main level, mobility-challenged guests can access the architecture visually. Physical access to lower floors may be addressed through grading and entrances on each level.







1. The scale of HU-3 will help visitors comprehend the vast scale of MSP at its peak of operations.



2. The cell architecture helps interpretation to compare and contrast prison eras. The cells can be made accessible.



3. Death Row cells convey the sense of isolation and approach to offender management of the era.

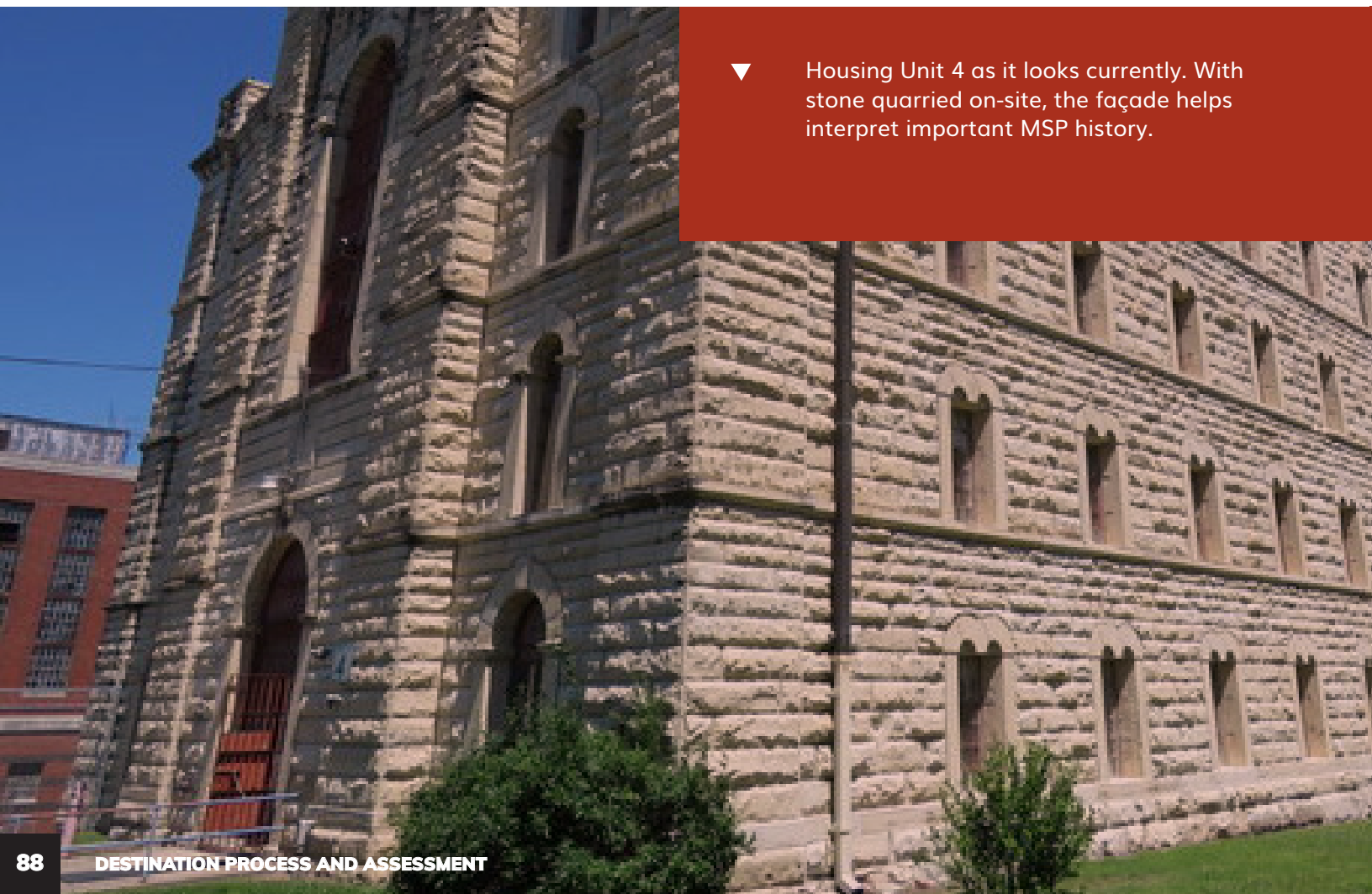


## Housing Unit 4

Housing Unit 4, also known as A-Hall, was built in 1868, making it the oldest structure remaining on the Missouri State Penitentiary site. Its stone structure, built mainly by inmates, adds to its historic value and distinctive appearance.

The main floor level of Housing Unit 4 sits almost at grade with the Upper Lawn, making easy guest accessibility to the building interior with only minor improvements. The natural grade of the site creates potential access to lower levels on the south end of the building.

- ▼ Housing Unit 4 as it looks currently. With stone quarried on-site, the façade helps interpret important MSP history.







▲ Historical Housing Unit 4 as it looked in the 20th century.

▼ Only minimal modification is required to make the main entrance accessible.

▼ The south end of the building offers potential ADA access to currently inaccessible interior levels.



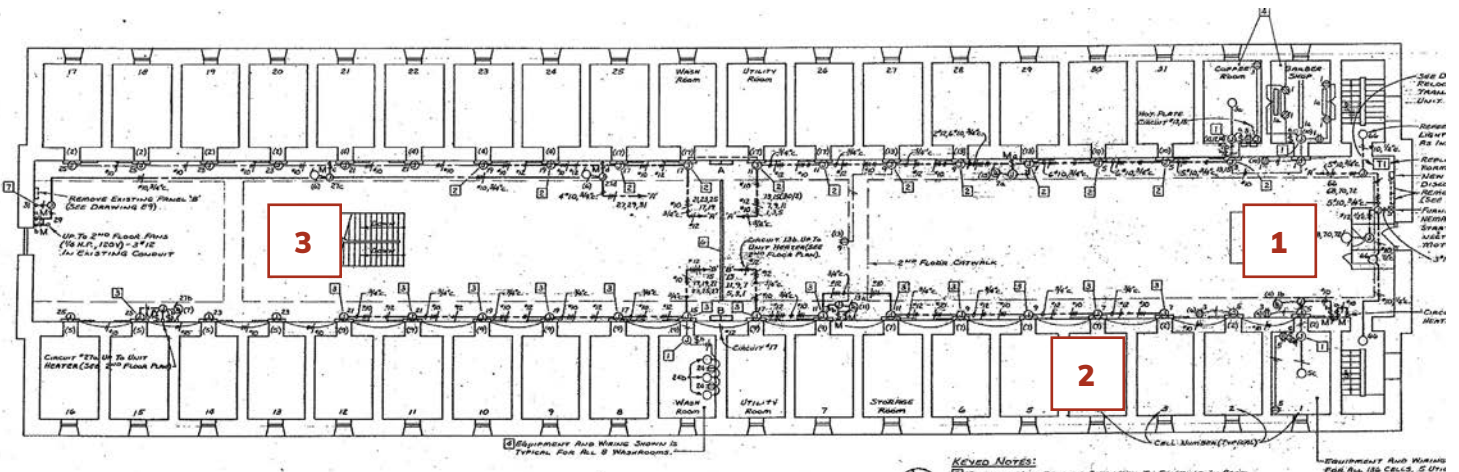


## Housing Unit 4

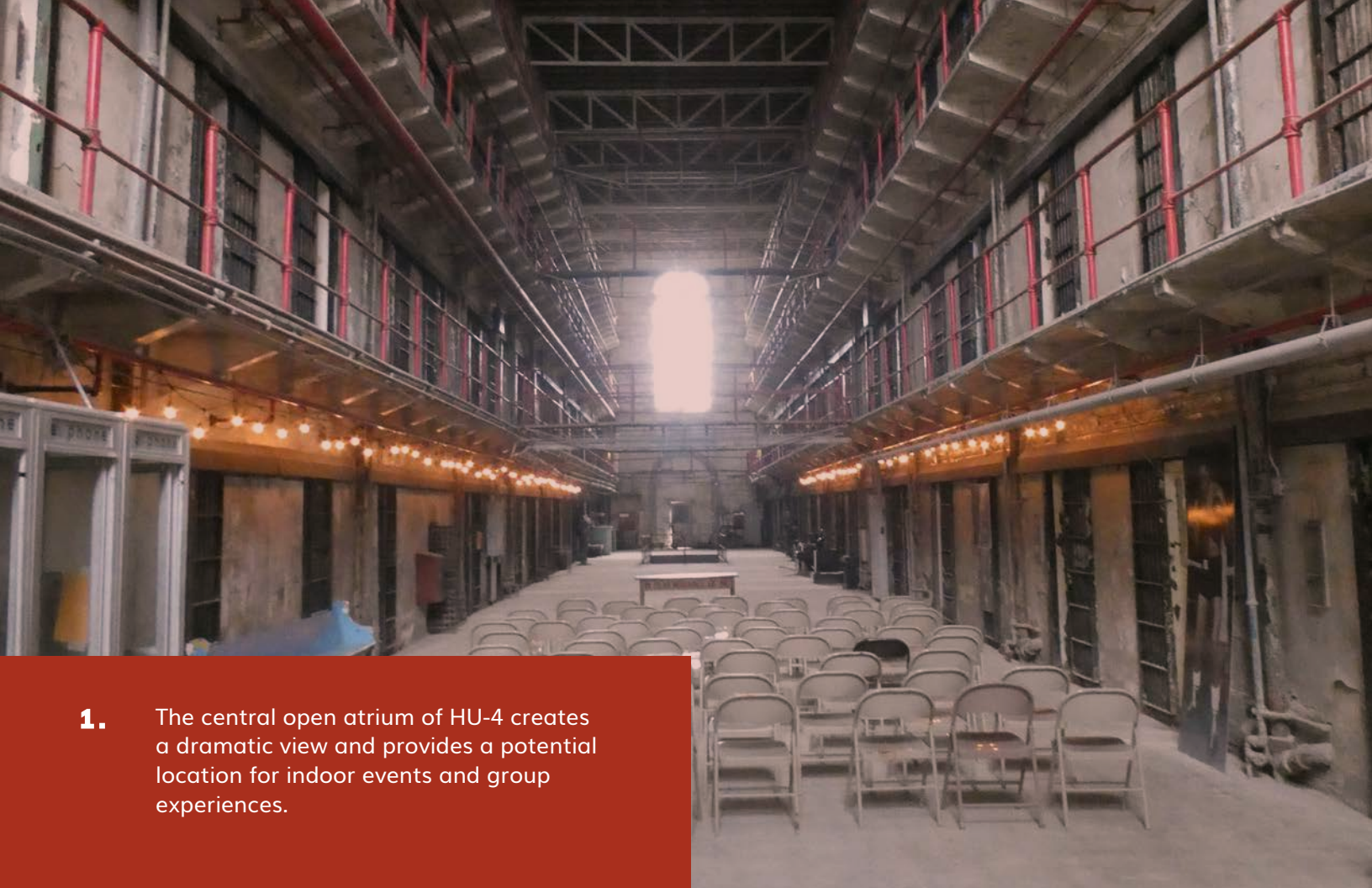
The interior of Housing Unit 4 provides an emotionally powerful view as guests enter the building. Guests get a clear view of the multiple levels of cellblocks, helping convey the magnitude of incarceration.

The main floor runs the length of the building without a level change, providing accessibility to the entire main floor. Access and/or views into first-floor cells provide for potential immersive experiences and visualization of an earlier era penal philosophy.

The lower level houses isolation cells, another emotionally powerful artifact of an earlier time. The lower level is currently not ADA accessible but may be made accessible through external entrance from the east end of the building.



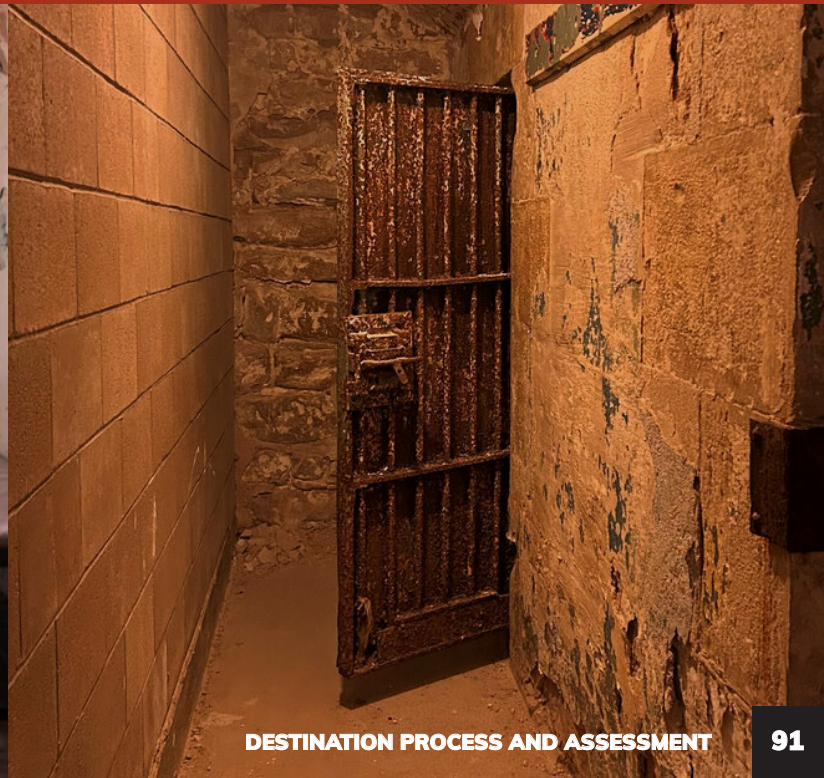




**1.** The central open atrium of HU-4 creates a dramatic view and provides a potential location for indoor events and group experiences.

**2.** The cell architecture helps interpretation to compare and contrast prison eras. The cells can be made accessible.

**3.** These cells are located on the lower level and represent important history, including the basis for the book *Buried Alive*.





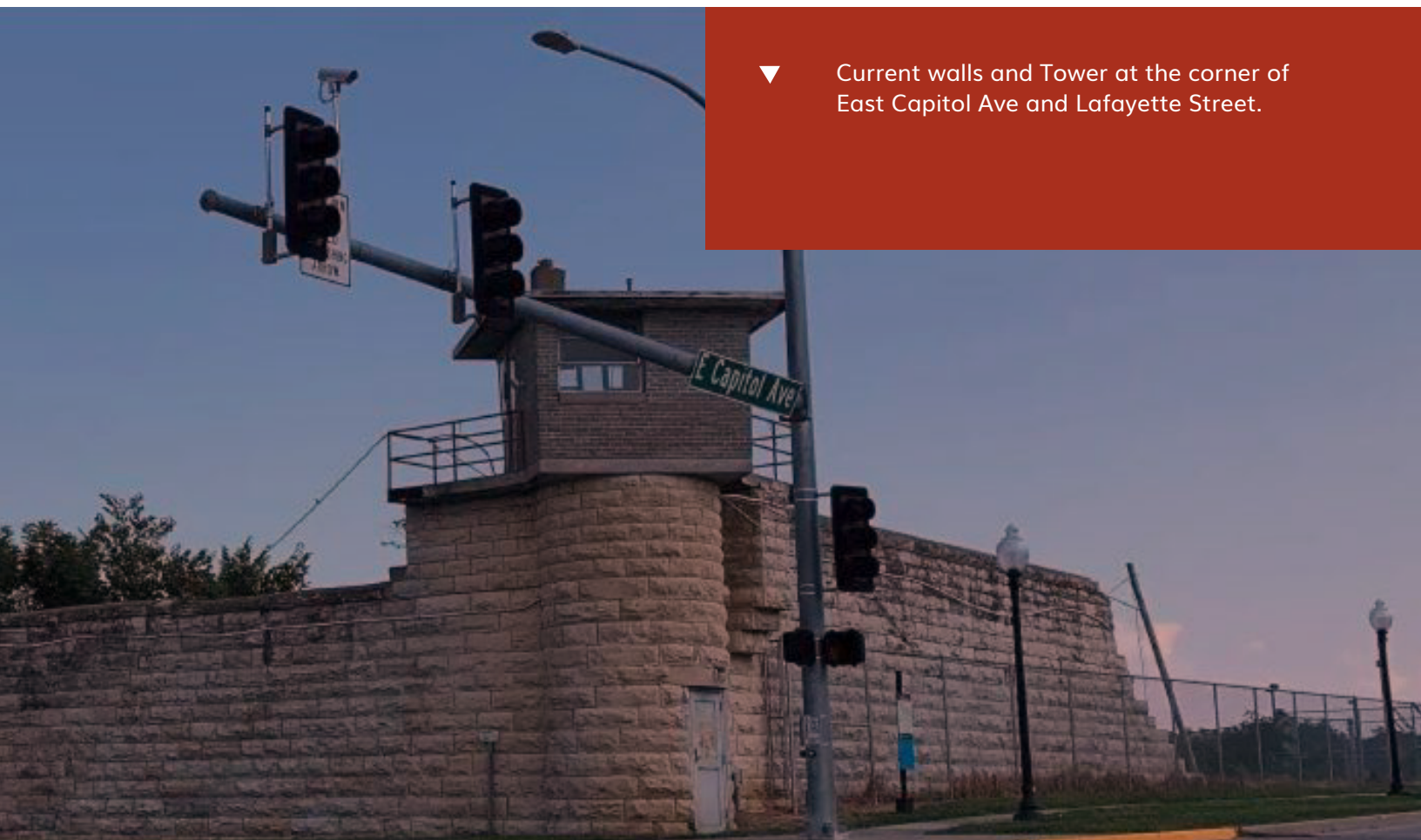
## Walls and Towers

The walls surrounding Missouri State Penitentiary are visible from far away and provide the initial impression as guests approach the site. The tall stone walls symbolize the essence of imprisonment and the era in which they were built. The walls also were the dividing line between Jefferson City and the “city” within Missouri State Penitentiary.

According to the Cultural Resource Investigation of June 2011, the wall surrounding the former Missouri State Penitentiary is one of the oldest standing architectural structures in Jefferson City. Sections of the existing wall date back to 1885 and prior. Over the years, inmates have carried out maintenance on the walls, rebuilding sections using locally quarried stone. For more than 150 years, the wall divided what was essentially two communities operating within Jefferson City—the prison and the city proper. Approximately 20 years ago, reports noted structural issues with the walls and tuckpointing was recommended; however, funding was not available to do the necessary repairs. In May of 2019, an EF3 tornado ripped through the Capitol Avenue Historic District, causing a large section of the wall on Capitol Avenue to crumble.

The Missouri State Penitentiary site evolved significantly over its long history, with new buildings added and old ones removed to meet the prison needs. The extent and locations of the walls also changed. At one point the walls formed a 200- by 200-foot area. The proposed plan envisions a 500- by 500-foot area that will overlap with the historic footprint but not match it.

The towers are an integral part of the walls and differentiate the walls as a prison. Towers were updated over time and represent different time periods, creating an interpretive opportunity. The towers are not ADA accessible, but accessibility can be addressed through physical access of one tower or virtual access.



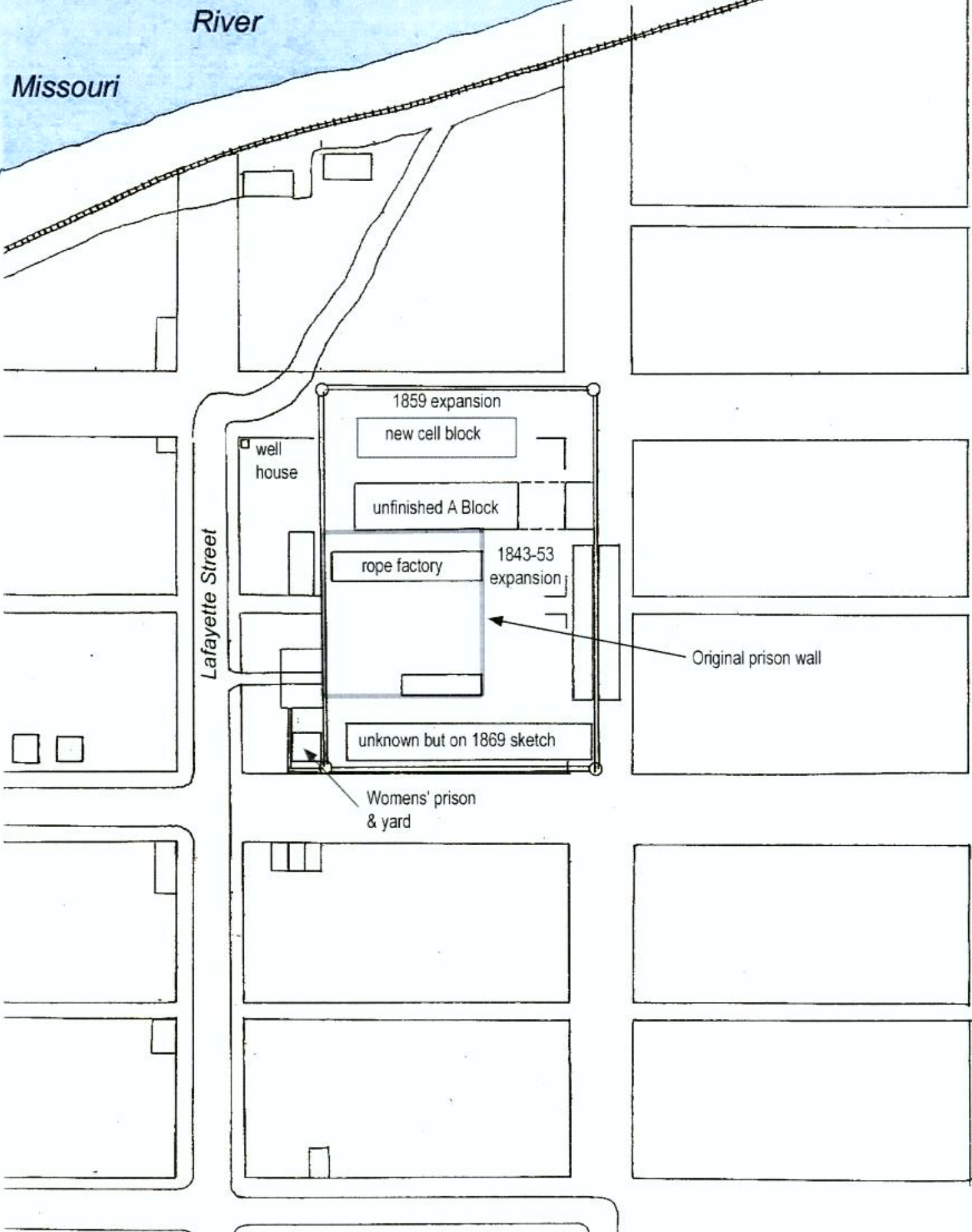
▼ Current walls and Tower at the corner of East Capitol Ave and Lafayette Street.



Missouri

River

Lafayette Street





## Gas Chamber

The Gas Chamber, where 40 people were executed, is the most emotionally powerful and challenging element within the historic prison site. The current location falls outside of the project boundary so relocation to within the 500- by 500-foot future tourist destination is required. Although not ideal from a historic preservation and interpretation point of view, the move will allow the Gas Chamber to be featured and its story told to future generations.

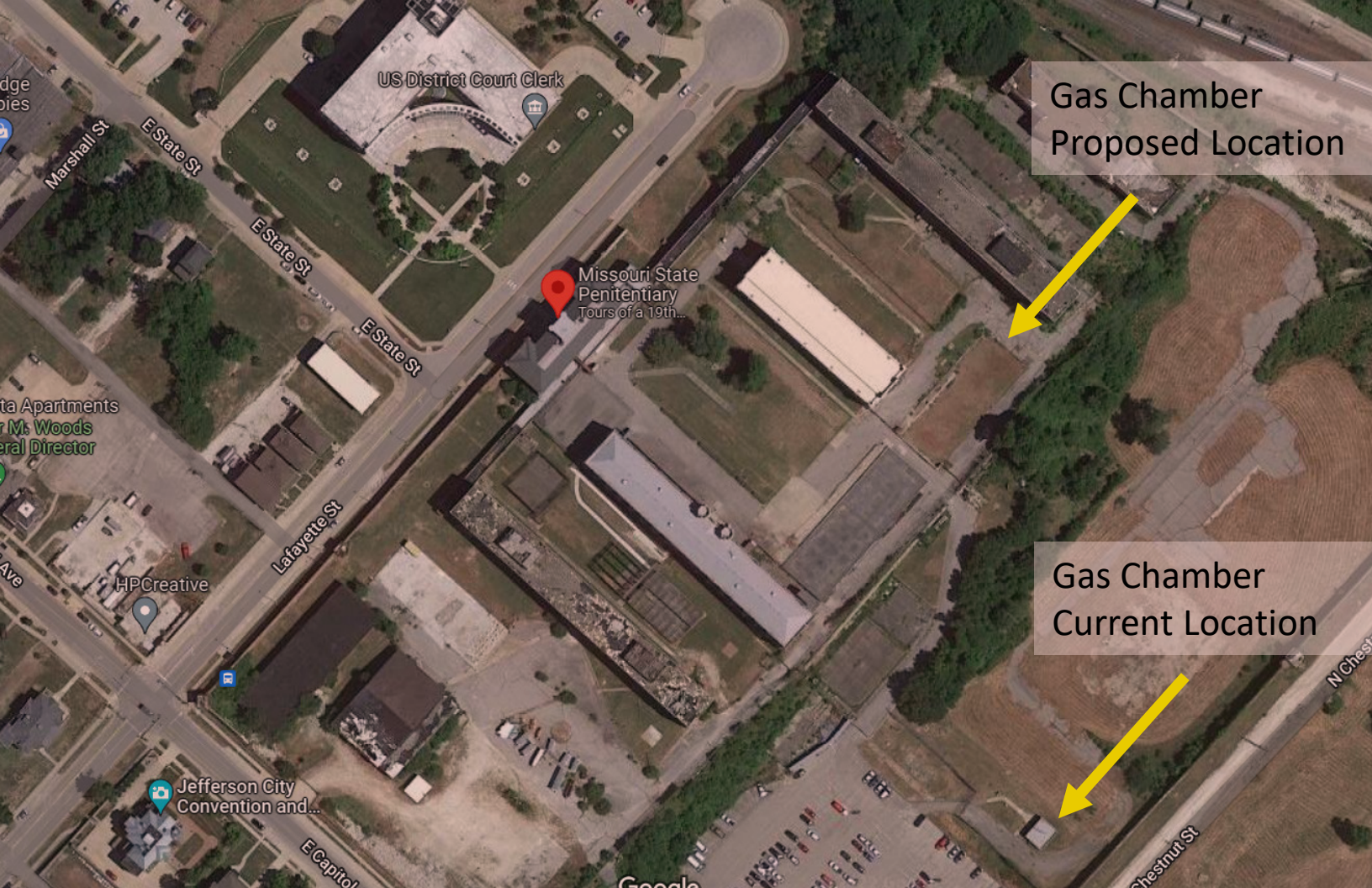
Physical separation of the Gas Chamber from housing units was originally driven by safety—the exhausted gas was dangerous to staff and inmates, and by psychological considerations—creating distance from daily prison operations to minimize impact on inmates and to support the professional and respectful protocol of the execution.

The proposed relocation site provides the best opportunity to create separation. Although not needed for safety, separation is important for context and interpretation. Separation will support orchestrating the experience for the proper level of respect and gravitas.

The walkway leading to the Gas Chamber is important to interpretation and experience. The walkway should be relocated along with the Gas Chamber to capture the full effect.









## Upper Lawn

The Upper Lawn of Missouri State Penitentiary is shown in several historic images as an attractively landscaped open green space. At times it was the site of a greenhouse and a chapel. The open space provides a setback that enhances the appreciation of the architecture on each side of the yard.

The current condition of a largely open yard provides a blank page for future development. Open space will be desirable for events, extra capacity on busy days, and a place for reflection and relief from emotionally challenging aspects of the experience.

- ▼ Current Upper Lawn green space at Missouri State Penitentiary offers a place for gathering and emotional calming.









## Site and Facilities

Data about current visitors is an important consideration regarding future operations and potential attendance growth. Current offerings at Missouri State Penitentiary—Education Tours and Paranormal Tours—have attracted visitors from forty-eight states. Penetration within Missouri has been strong with significant numbers from the population centers of Saint Louis, Kansas City, and Springfield as well as the Jefferson City/Fulton, Columbia, and Lake of the Ozarks region. Nighttime operations for Paranormal Tours has contributed to overnight stays.

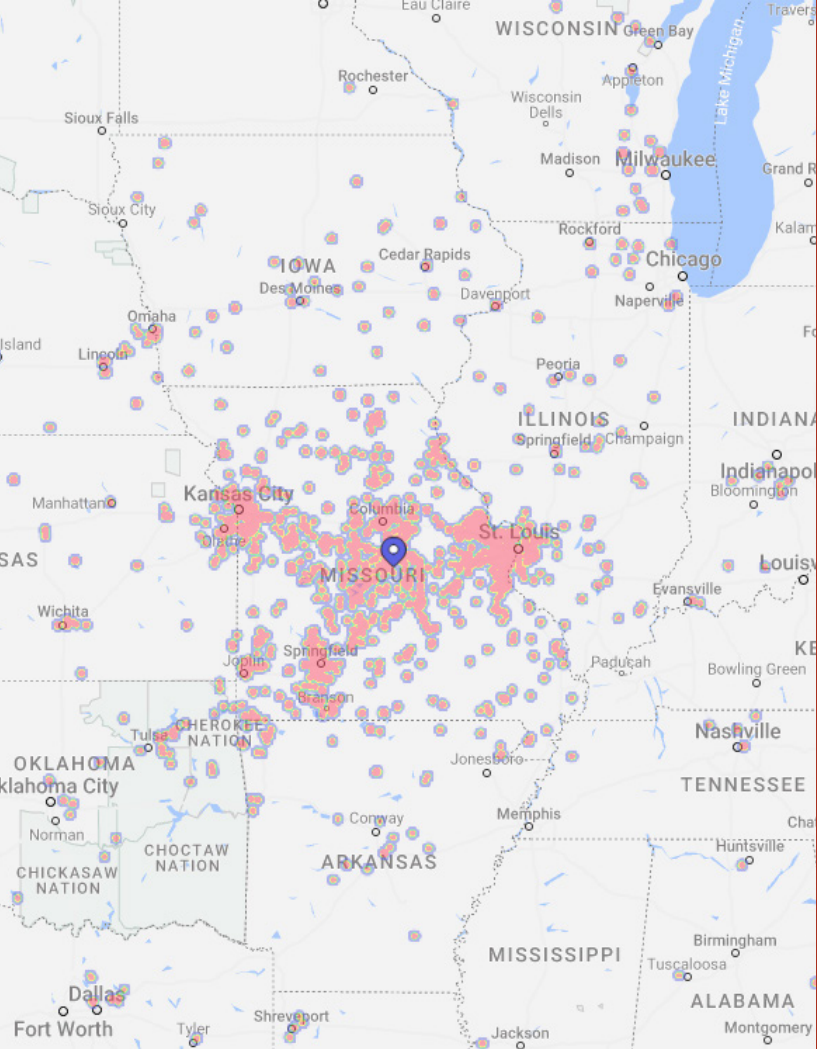
Current operations at Missouri State Penitentiary provide additional support for opinions on attendance. Attendance in 2018-2019 ranged around 30,000 visitors annually. The visit to Missouri State Penitentiary is only offered as a tour which are often sold out. Unconditioned buildings cause Missouri State Penitentiary to be closed December through February and on many days in the summer due to heat. Extending the season, improving accessibility, offering self-guided tours, and operating the maximum number of days can allow for

	2017	2018	2019	2020	2021	2022	2023
Visitation	33,208	33,606	17,058	13,861	25,926	30,233	29,059

**2019-** May tornado closed MSP from mid-May to October 1st at which time it opened without Housing Units in the tours

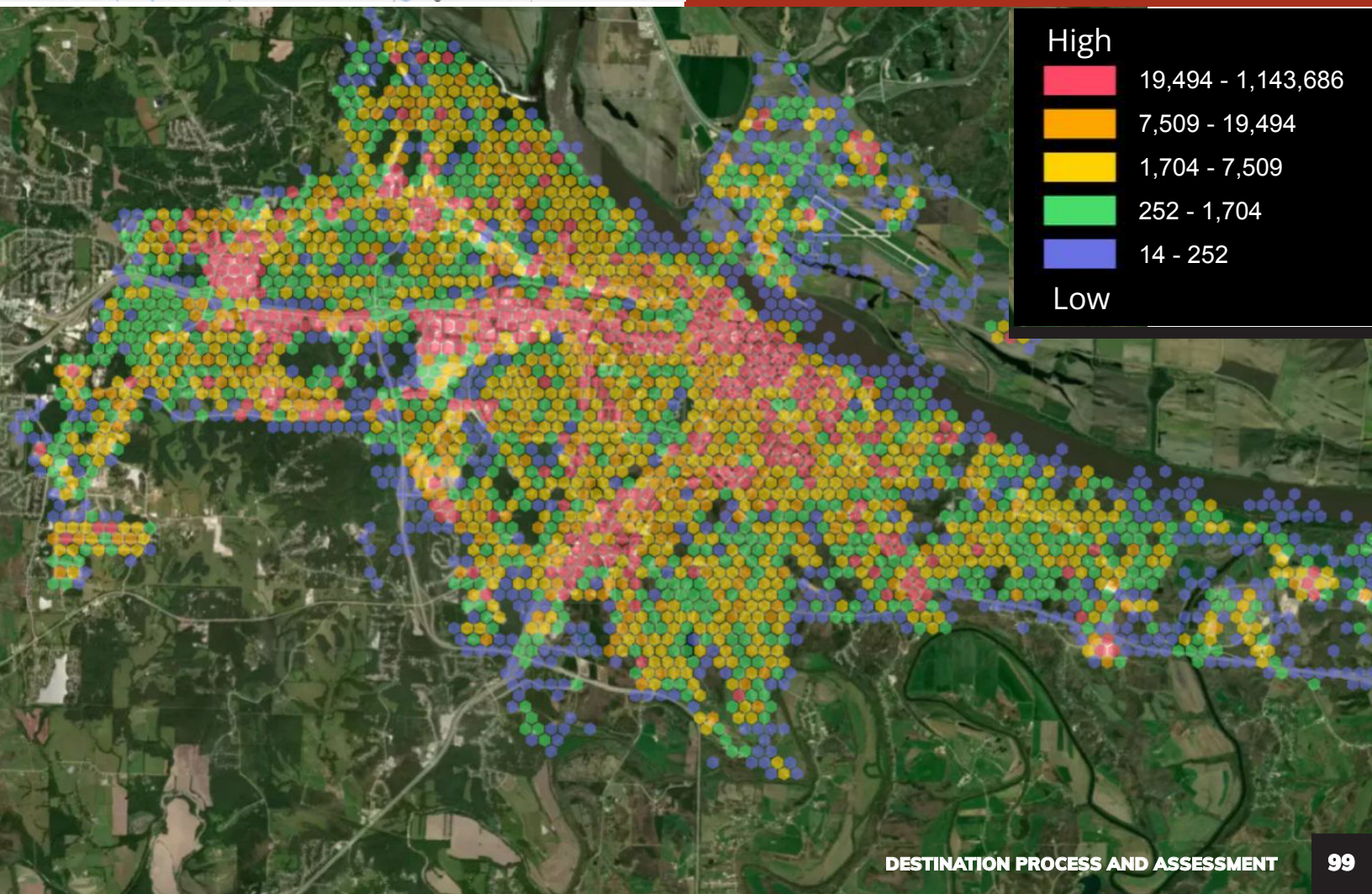
**2020-** COVID-19 and didn't open until June





◀ This map uses cell phone data to show the home location for current visitors to MSP, illustrating the broad reach and appeal of the tourist destination.

▼ This map uses cell phone data to show the concentration of visitors to Jefferson City and in close proximity to MSP.





# MARKET

## Annual Visitation

The number of prison tours across the United States indicates a strong interest in the subject. Voice of the Visitor, the PGAV annual survey of visitor attendance preferences, shows tourist destinations among the most popular historic destinations.

With the proposed capital improvements and operational changes, potential annual visitation to the Missouri State Penitentiary should be in the range of 150,000, 5x a day. This figure is aspirational compared to current attendance, but realistic.

Increased awareness through advertising/ PR and word of mouth could realistically result in attendance growth. The improved Missouri State Penitentiary will be the newest tourist destination product for several years, suggesting an attendance increase of 10% per year for the first four to five years. Events and programs serve as drivers of repeat visitation and will stabilize attendance beyond initial levels.

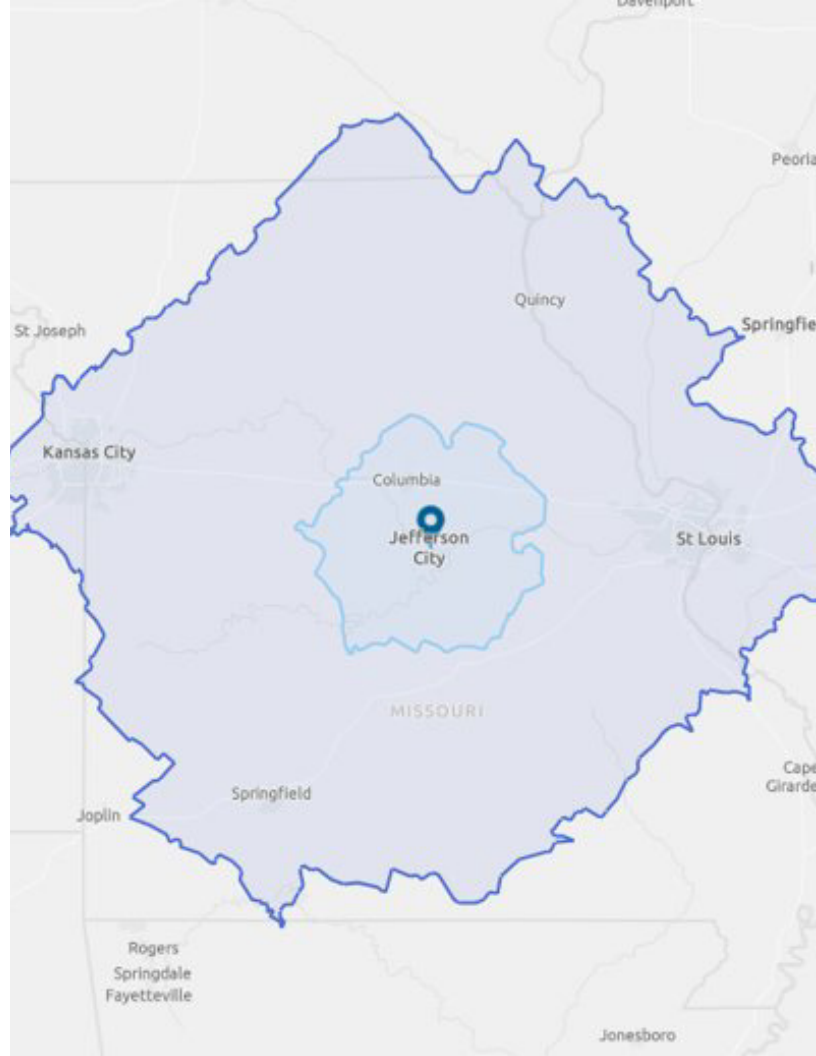
## Market

Market size is a major factor in attendance potential. The resident market within a three-hour drive time from Missouri State Penitentiary is over 7 million people. Within that figure, over 400,000 live within one hour. The one-hour range also reaches Columbia and Lake of the Ozarks, where the populations grow well beyond resident populations on a seasonal basis. Travelers passing through Missouri along I-70 and I-44 from beyond the three-hour drive time add to the overall market potential.

## Comparable Venues

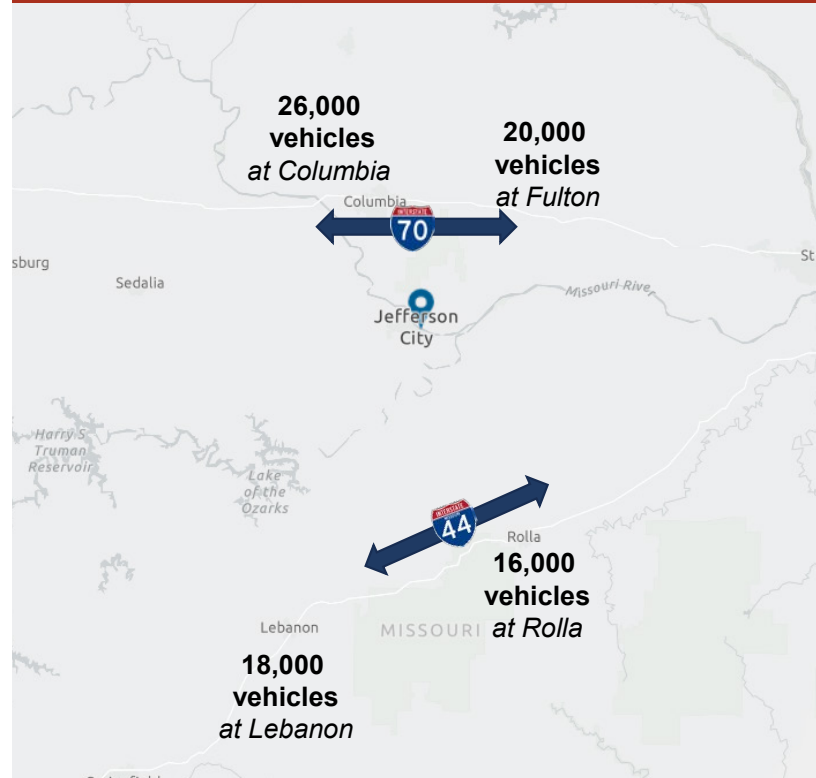
Attendance at similar tourist destinations is another factor to consider when estimating potential attendance. The examples show the wide range. The Ohio State Reformatory is the most similar relative to its location and market size. Eastern State Penitentiary is located within the Philadelphia metropolitan area.

- West Virginia Penitentiary 30,000
- Ohio State Reformatory 120,000
- Eastern State Penitentiary 250,000

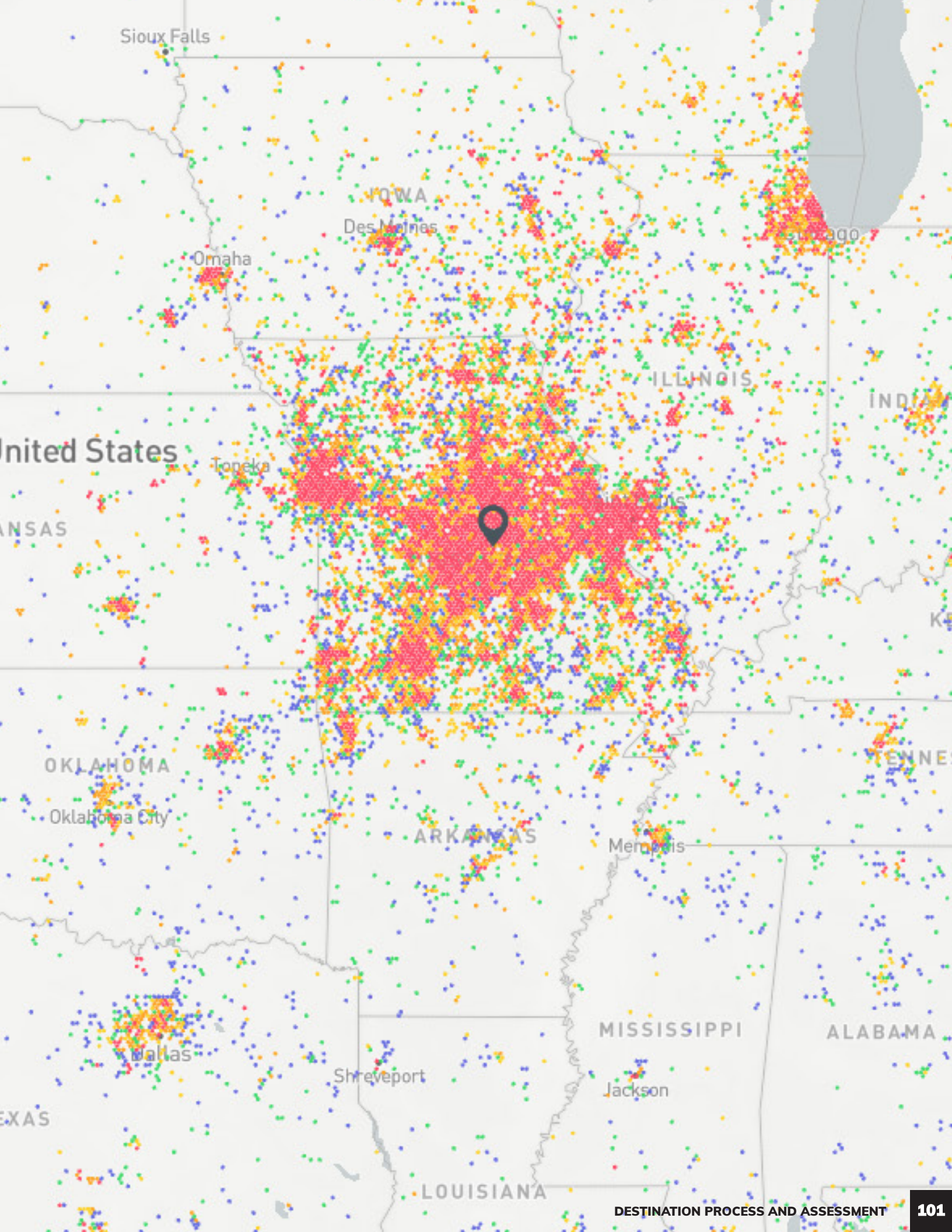


▼ Interstate 70 to the north runs east/west across the US from Maryland to Utah.

Highway 44 to the south runs southwest across the State, connecting St. Louis to northern Texas.







Sioux Falls

IOWA  
Des Moines

Omaha

Chicago

United States

Tonka

ILLINOIS

INDIANA

KANSAS

ARKANSAS

OKLAHOMA

Oklahoma City

TENNESSEE

Memphis

Dallas

Shreveport

MISSISSIPPI

ALABAMA

Jackson

TEXAS

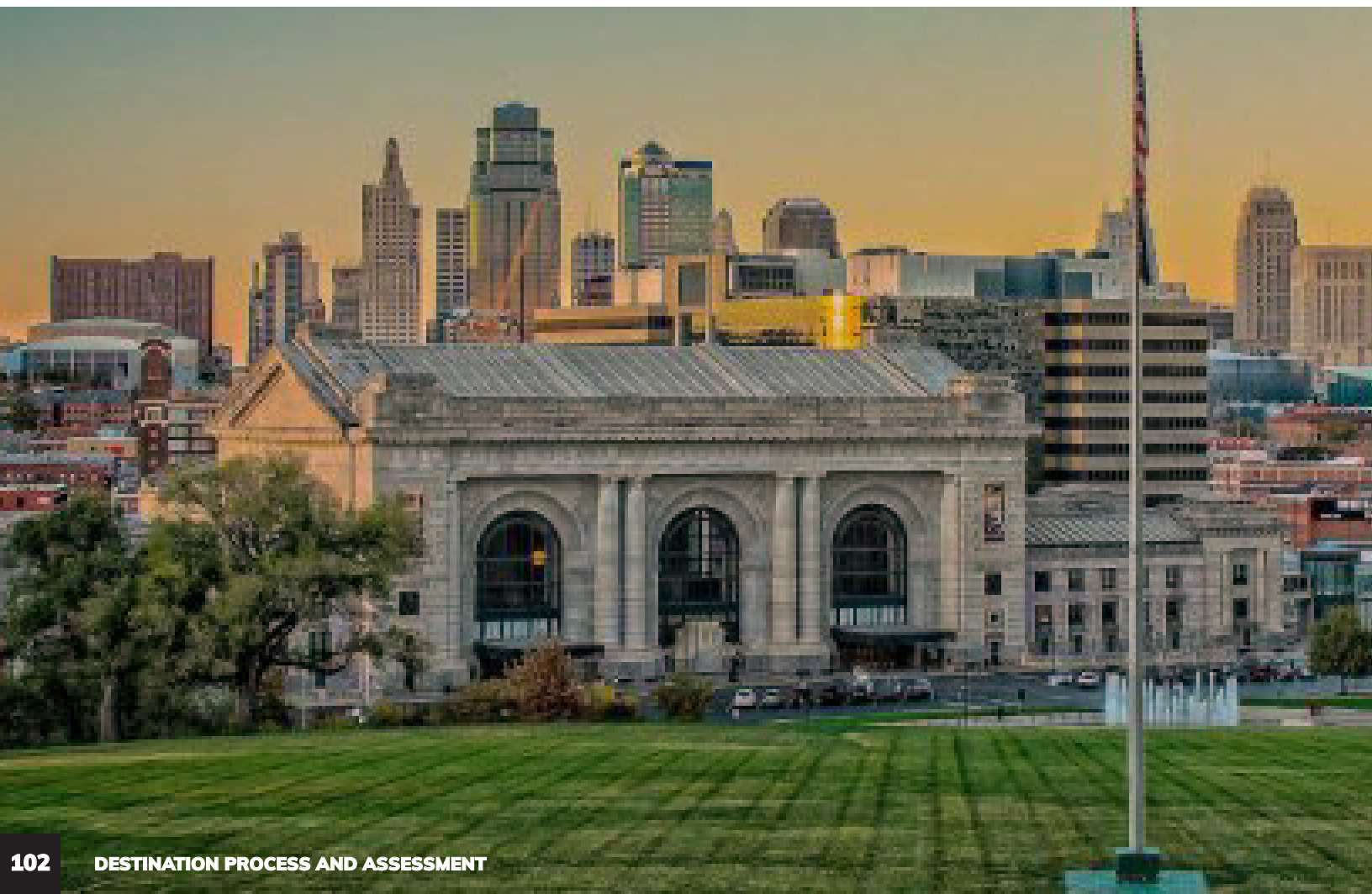
LOUISIANA



## Assess Competitive Landscape

Competitive market is statewide. Within the one-hour drive time, Missouri State Penitentiary is already one of the most notable tourist destinations. The size of the market in Saint Louis and Kansas City represent the greatest potential for growth; the competitive landscape includes museums, tourist destinations, and unique destinations within the two large markets. While both large markets have numerous competitors for visitors' time and attention, neither has anything like Missouri State Penitentiary.

Missouri State Penitentiary stands out as an adult or adult-with-older-children destination due to the serious subject matter, differentiating it from other destinations. This can be reinforced by offerings for concerts and events that appeal to more adult audiences. While Missouri State Penitentiary is fundamentally a tourist destination and history museum, it can offer "edgier" content than general history museums. It is inherently more emotional than most museums.







- ◀ The Kaplan Feldman Holocaust Museum in Saint Louis tells the serious story with global impact and local connections.



- ◀ The Harry S. Truman Presidential Library and Museum in Independence, Missouri, focuses on his life and presidential years.



- ◀ The Missouri History Museum focuses on the history of Saint Louis and the Louisiana Purchase but not on the history of Missouri. It is marketed to all ages.



## BENCHMARKING

Benchmarking is a tool to learn what similar tourist destinations have achieved relative to guest experience, historic preservation, attendance, and revenue.

The number of tours and experiences suggests a strong demand for tourist destination prisons.

## FEATURES

- Unique Location
- Famous Prisoners
- Religious Shrine
- Architectural Significance
- Pop Culture References
- Historical Significance
- Paranormal Interests
- Correctional Significance
- Social Justice Awareness

## SPECIAL OFFERINGS

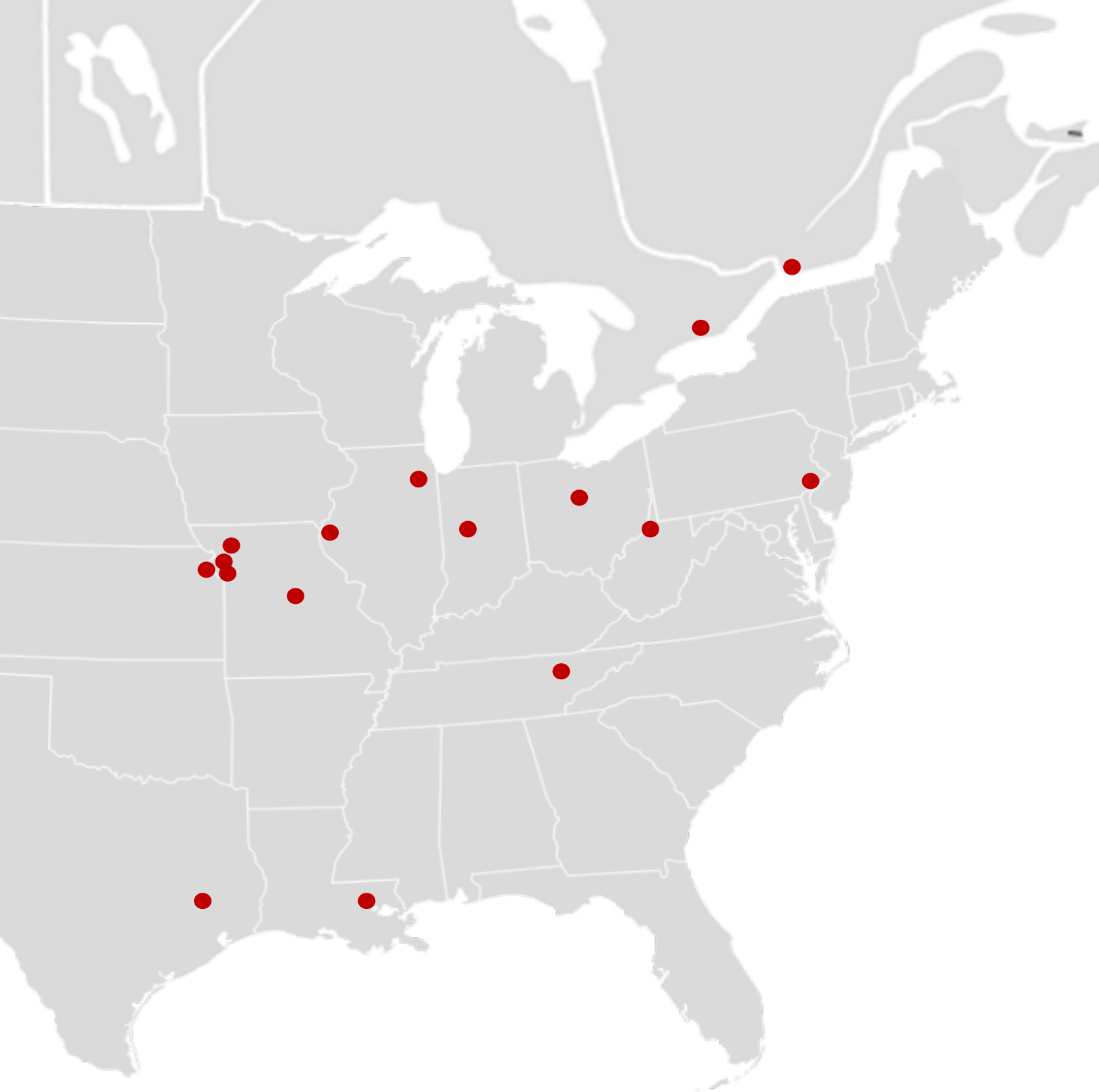
- Music Venue
- Beer Garden
- Private Event Spaces
- Distillery
- Movie Sets
- Photography Tours
- Ghost Tours
- Escape Rooms
- Car Shows
- Gun Show
- Rodeos
- Tattoo Festival
- Kids Events
- Gift Shop
- Raffles



## PRISON TOURS

- Alcatraz—San Francisco, CA
- Brushy Mountain State Penitentiary—Petros, TN
- Carthage Jail—Carthage, IL
- The Clink—London, UK
- Cobourg Jail—Cobourg, ON
- Eastern State Penitentiary—Philadelphia, PA
- Folsom Prison—Folsom, CA
- Kingston Penitentiary—Morrisburg, ON
- Lansing Historical Museum—Lansing, KS
- Liberty Jail—Liberty, MO
- Louisiana Prison Museum and Cultural Center—Baton Rouge, LA
- Ohio State Reformatory—Mansfield, OH
- Old Joliet Prison—Joliet, IL
- Old Mountain Prison —Deer Lodge, MT
- Rotary Jail—Gallatin, MO
- Rotary Jail Museum—Crawfordsville, IN
- Texas Prison Museum—Huntsville, LA
- West Virginia Penitentiary—Moundsville, WV
- 1859 Jail and Museum—Independence, MO







## BENCHMARKING

Attendance at similar tourist destinations is another factor to consider when estimating potential attendance. The examples show the wide range. The Ohio State Reformatory is the most similar relative to its location and market size. Eastern State Penitentiary is located within the Philadelphia metropolitan area.



### Eastern State Penitentiary, Philadelphia, PA

- Focuses on once being the most famous and expensive prison in the world, but stands today in ruin, a haunting world of crumbling cellblocks and empty guard towers.
- Day and Night Tours, Beer Garden, and Halloween Festival.
- Famous Prisoners - Al Capone
- Innovative wagon wheel design and encouraged separate confinement as a form of rehabilitation.
- 250,000 visitors a year

Day Guide-Led Tour—Ages 18-61: \$21.00

Self-Guided Audio Tour—Ages 18-61: \$21.00

Summer Twilight Tour—Ages 18-61: \$21.00





### Ohio State Reformatory, Mansfield, OH

- Focuses on Historic Architecture, Paranormal Activity, Ghost Tours and Pop Culture
  - The movie *Shawshank Redemption*
  - Music and Tattoo Festival
  - 7k Run
  - Halloween IP = Escape from Blood Prison
- Famous Prisoners: General John H. Morgan, "Bugs" Moran, O. Henry, Chester Himes, and Sam Sheppard
- 120,000 visitors a year

Audio Tour: \$5.00

Self-Guided Tour—Ages 18-61: \$25.00

Guided Tour—Ages 18-61: \$35.00

### West Virginia Penitentiary, Moundsville, WV

- Focuses on Historical and Paranormal Tours
  - Para-CON
  - Public Ghost Hunt
  - "Escape the Pen"—Escape Room
  - Photography Tour
  - Kids Night
  - Princess Tea
- Ranked on the United States Department of Justice's Top Ten Most Violent Correctional Facilities list
- Famous Prisoners: Ronald Turney Williams
- 30,000 visitors a year

Haunted House—Ages 13+: \$20.00

Self-Guided Tour—All Ages: \$25.00

Ghost Hunt Tour—Ages 18-61: \$75.00

Photography Tour—Ages 18-61: \$100.00



# DESTINATION STRATEGIES AND PLAN

The future vision of the Missouri State Penitentiary focuses on preservation of the historic core and significant enhancements to the guest experience with modern interactive exhibits and technology combined with historic objects. The walled area of 500- by 500-feet will contain the tourist destination and convey the sense of imprisonment. Improvements to address accessibility and safety will make the site available for guided and self-guided tours of the historic structures and Upper Lawn.

## Strategies

- Create experiences that appeal to a broader audience—must see.
- Leverage Capitol Museum Campus.
- Condition spaces for year-round attendance.
- Offer a core self-guided tourist destination/ experience with tours as option/upcharge.
- Develop an events/program calendar.
- Create infrastructure for and market as a private event venue.
- Partner with Criminal Justice Programs.

## Housing Unit 1

- Main Entry/Ticketing
- Museum with artifacts and interactive exhibits
- Media Experience/Missouri State Penitentiary Overview
- Embarkation for guided tours
- Retail sales
- Offices

## Housing Unit 3

- Historic Site tour
- Guided and self-guided tours
- Exhibits about specific aspects of the Unit:
  - Central cellblock and ventilation
  - Death Row
  - Riot locations

## Housing Unit 4

- Historic Site tour
- Guided and self-guided tours
- Indoor event space
- Exhibits about specific aspects of the Unit:
  - Cell architecture
  - Lower level isolation cells
  - Older inmates/good behavior
  - Famous inmates

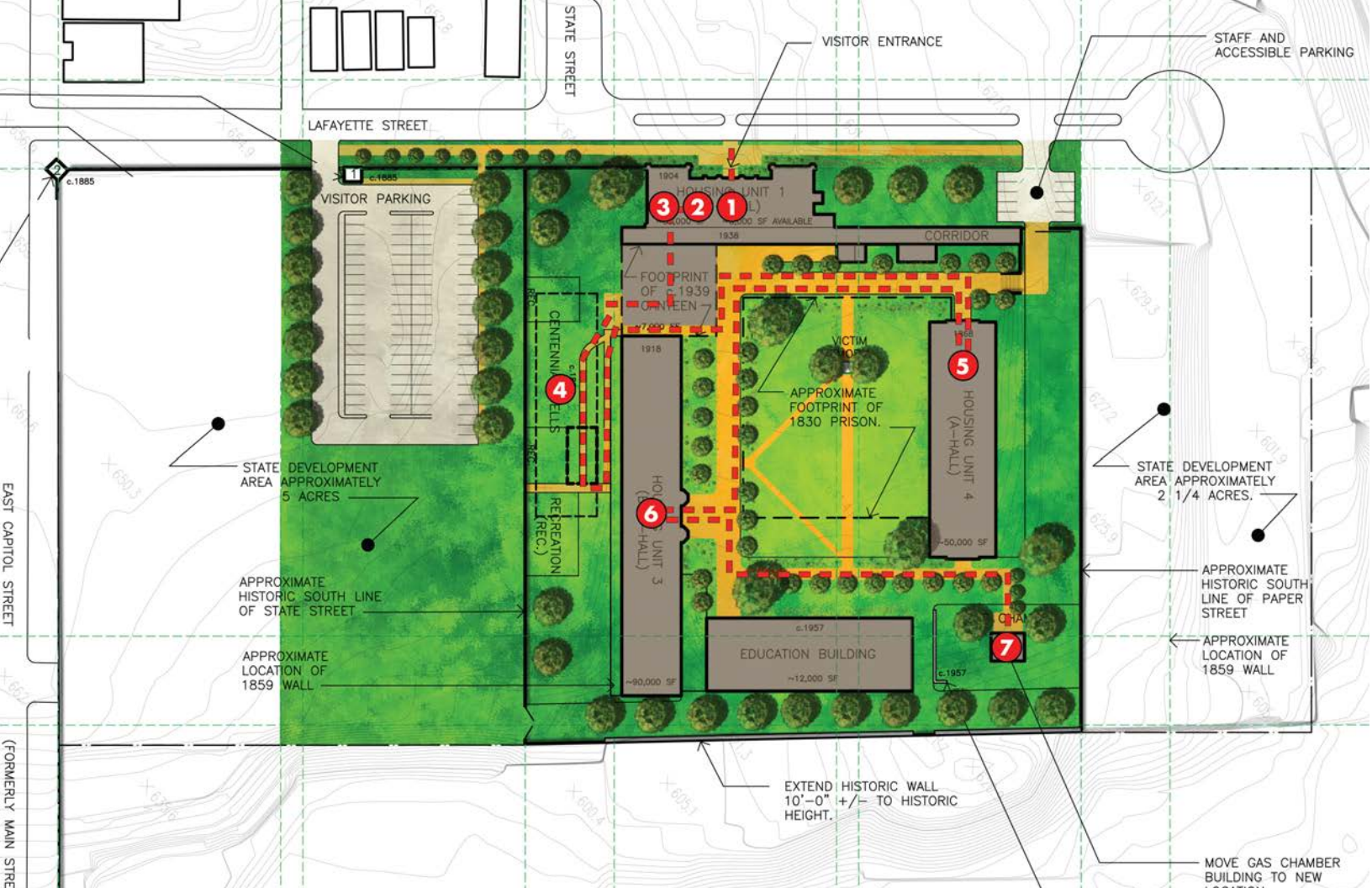
## Education Building

- Stage for events in Upper Lawn (on top of current structure)
- Storage and/or back of house functions on lower level

## Upper Lawn

- Historic Site Tour
- Guided and Self-Guided Tours
- Special events





1. Entry
2. Intake and Orientation
3. Museum and Media Experience
4. Centennial Cells
5. Housing Unit 4
6. Housing Unit 3
7. Gas Chamber



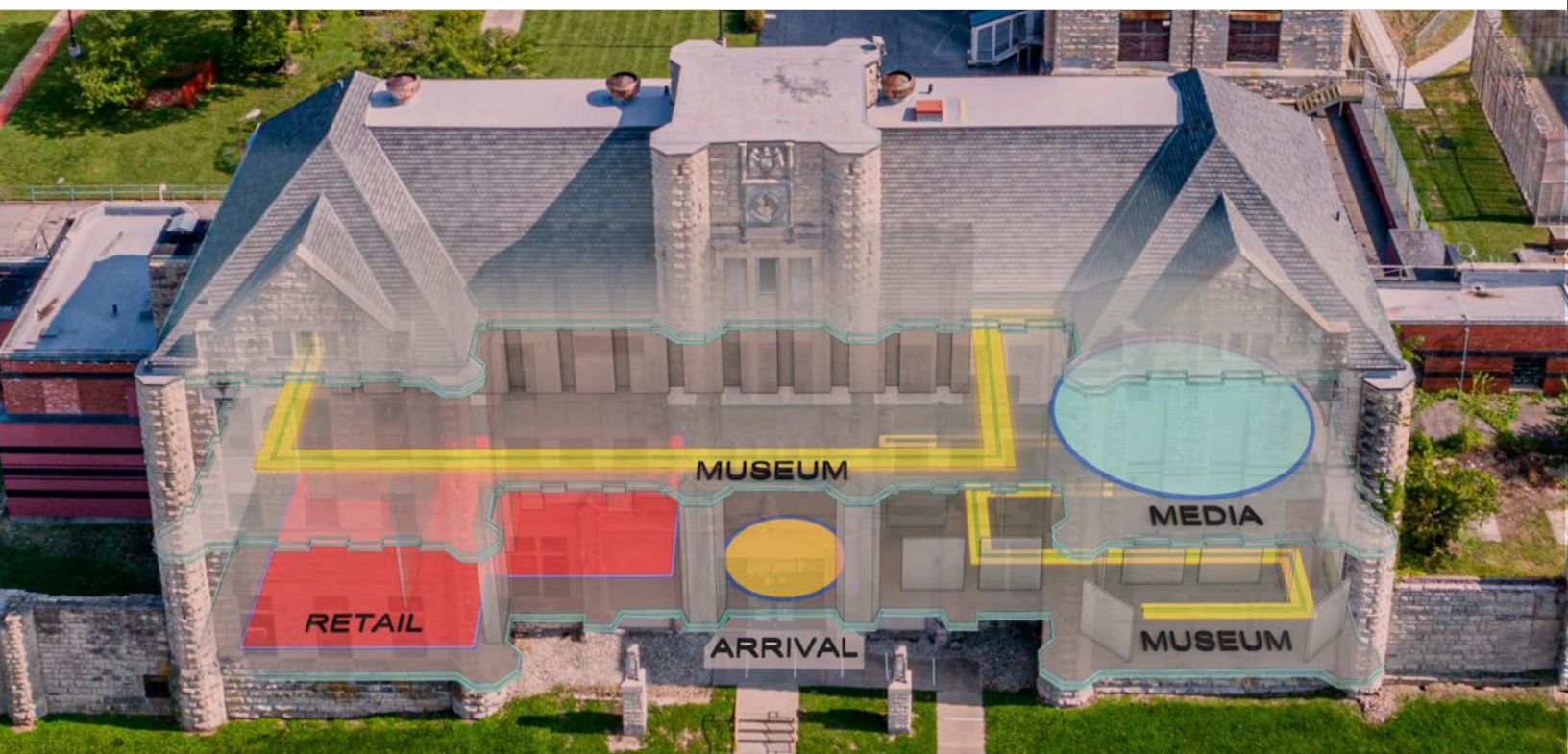
## HOUSING UNIT 1: MAIN MUSEUM BUILDING

The Destination Plan makes use of Housing Unit 1 as the primary location of the Missouri State Penitentiary experience. It will contain ticketing, museum, interactive exhibits, signature film, historic cellblocks, tour embarkation, and the museum store.

The museum and interactive exhibits will convey the history of the site including the evolution of facilities and societal philosophies regarding incarceration. The history of Missouri State Penitentiary is intertwined with the history of Jefferson City and the state of Missouri.

Determination of potential experiences began with conducting research on content—the people, places, events that comprise the history of Missouri State Penitentiary. Several sources were investigated including first-hand accounts, the existing museum, expert interviews, and books, articles, and videos about Missouri State Penitentiary and prison history. Investigation included identification of artifacts, maps, photographs, illustrations, video, and audio assets that could potentially be incorporated into exhibits.

Missouri State Penitentiary will be marketed as a new, must-see tourist destination with rich history and modern interactive exhibits. Amenities including a unique gift shop, refreshments, clean restrooms, and ample seating also add to the perceived value. These improvements are intended to broaden the appeal and drive growth in attendance and revenue.



- ▲ The restoration and renovation of Housing Unit 1 is the foundational element of the masterplan. The iconic facade will be restored, making it an ideal and powerful front door of the tourist destination. Housing Unit 1 will contain the museum, museum store, and tour embarkation.





- ▲ Housing Unit 1 has significant challenges to address ADA and accessibility compliance. As the main museum building and most important building in the tourism destination plan, accessibility is essential. The addition to the rear façade shows one strategy to provide access to multiple levels within the building. The image of the circulation tower is a cutaway view of the exterior wall to show the interior staircase. The foreground shows enhanced landscaping as part of the visitor arrival experience.

### Interpretive Themes and Experiences

- What is Missouri State Penitentiary: Intro film/exhibit with artifacts, journals, maps, photographs, video, audio recordings, etc.
- Missouri State Penitentiary over time: interactive digital model—see different time periods
- Penal System over time
- Inmate Experience: exhibit, interactive, explore site
- Corrections Officer Experience: exhibit, interactive, explore site
- Death Row/Gas Chamber



## MAIN MUSEUM EXHIBITS OVERVIEW

The plan envisions exhibits in multiple locations within Housing Unit 1 to enhance the guest experience the guest experience on the group floor adjacent to the arrival area, in the former administration area, and in the cellblock. Museum exhibits will include artifacts, historic photographs, and interactive games and technology. Historic architectural features, such as the cellblocks, will be interpreted as artifacts and their significance described. Interpretive themes for exhibits and the film may include:

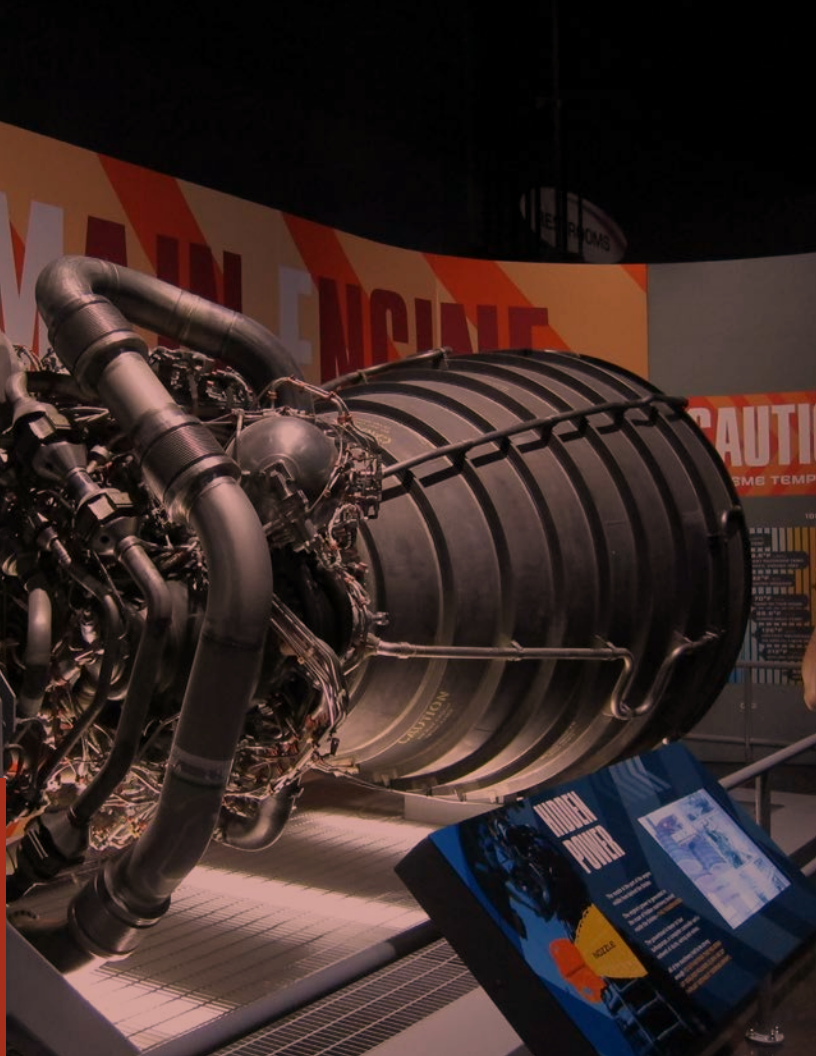
- Incarceration eras in America
- Missouri State Penitentiary: evolution of the site and facilities
- A day in the life at Missouri State Penitentiary: Offenders and Staff
- Connections with the history of Jefferson City, Missouri, and the nation

Museum exhibits will incorporate multiple engagement methods including artifacts, gaming, immersion, interactive technology, and audio-visual presentations. The overall exhibit experience will be multisensory, making it more broadly appealing and memorable.

- ▼ The prison architecture of Housing Unit 1 provides a dramatic thematic setting for museum exhibits. Right key right lock—keys were very important at Missouri State Penitentiary—needed constantly and inventoried daily. A key and lock memory game will reinforce the importance of keys. Graphics and a display of keys and locks interpret keys over time.







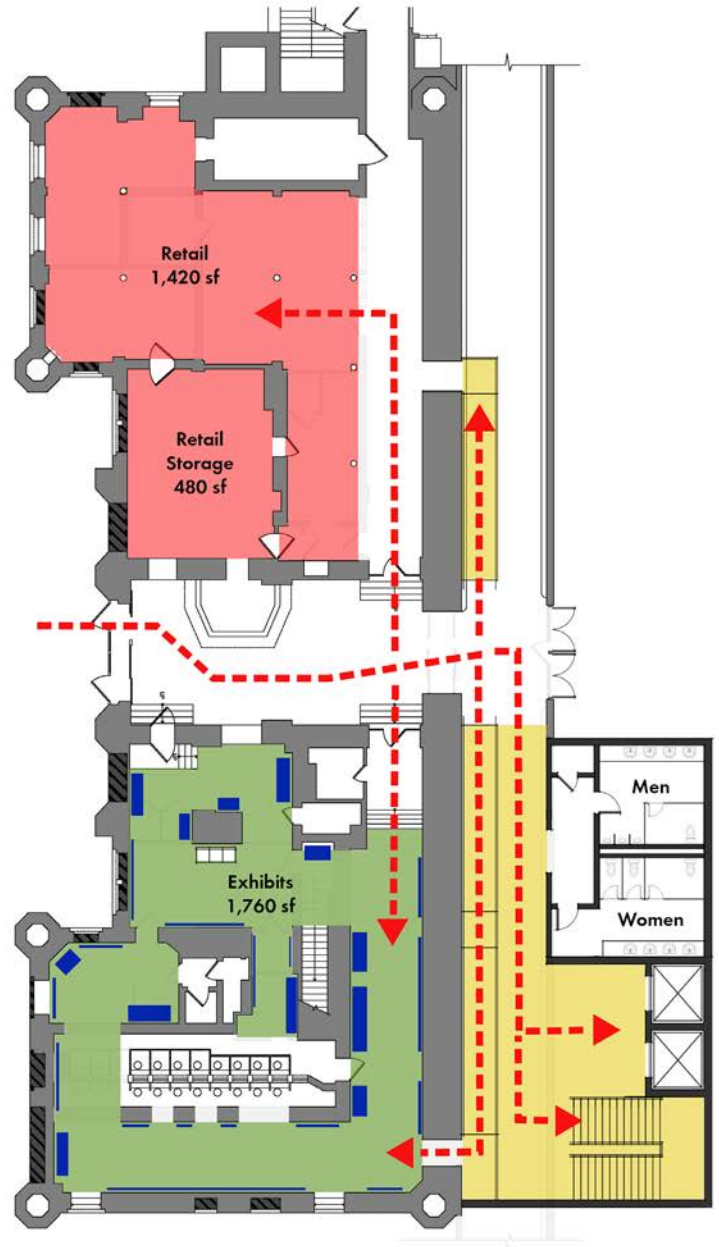
These four images show examples of exhibit design techniques from other PGAV projects. From upper left going clockwise: media immersion on overhead screens, artifact with large thematic graphic, interactive game learning, and object theater.





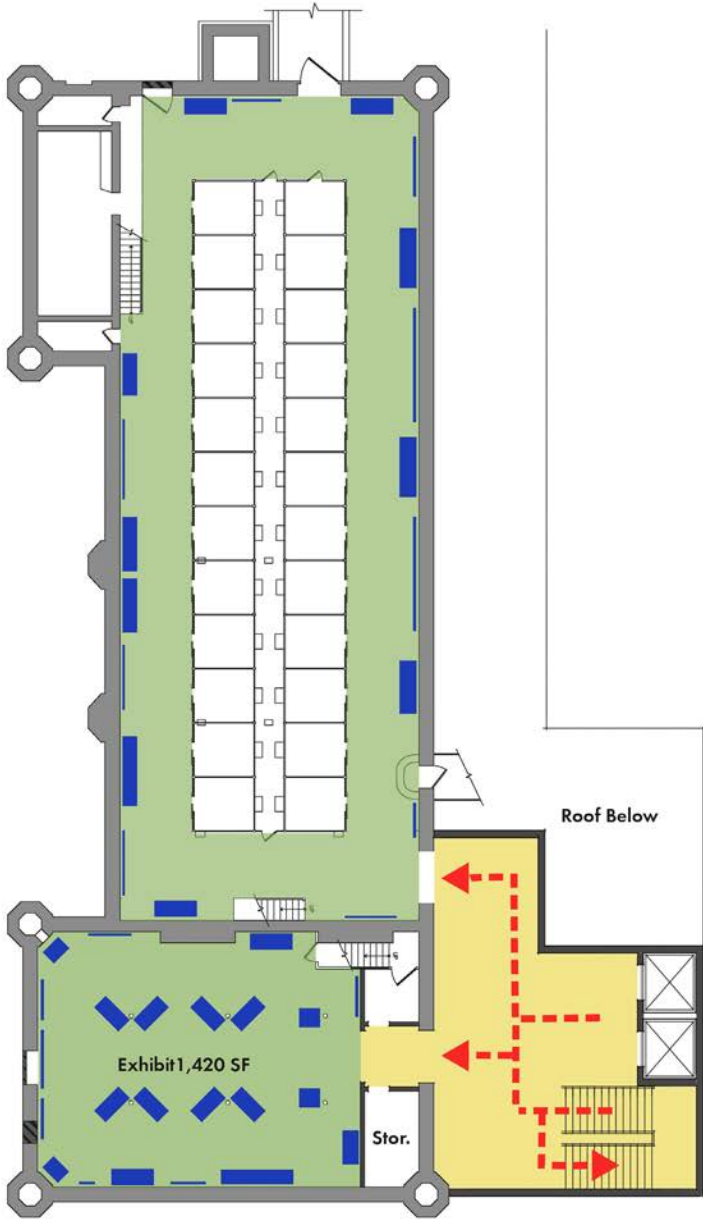
## Housing Unit 1—List and Explanation

- Main Entry/Ticketing
- Museum with artifacts and interactive exhibits
- Media Experience/Missouri State Penitentiary Overview
- Embarkation for guided tours
- Retail sales
- Offices

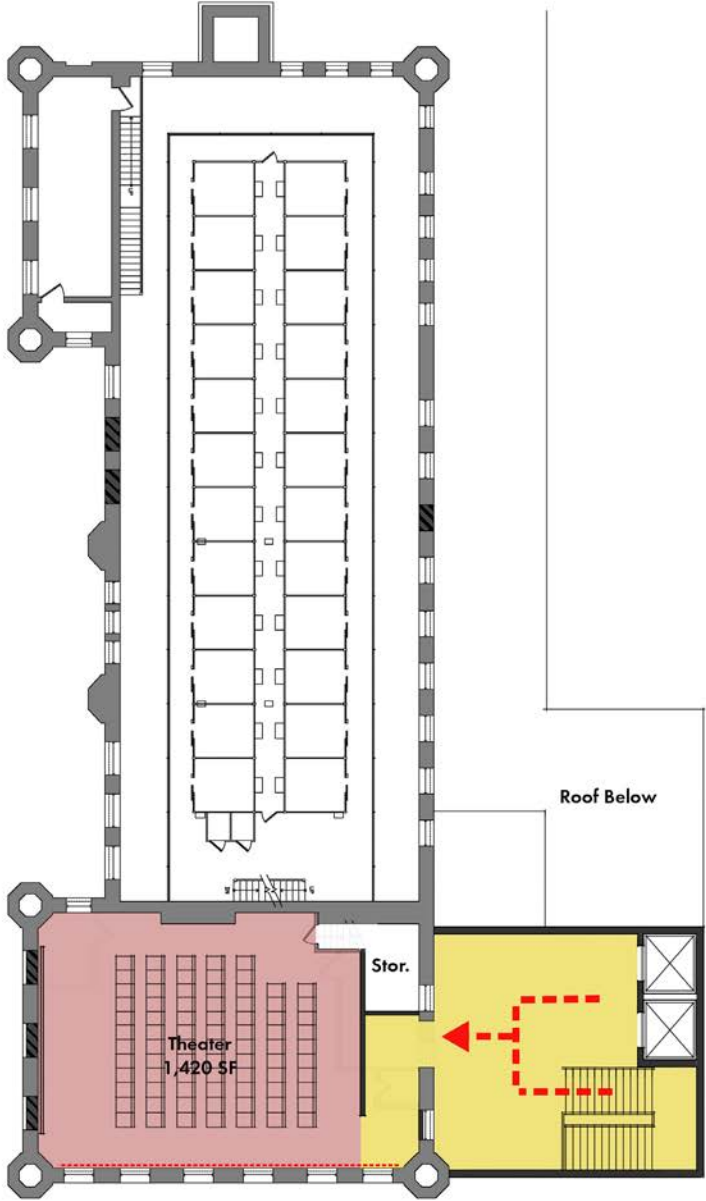


FIRST LEVEL FLOOR PLAN





SECOND LEVEL FLOOR PLAN



THIRD LEVEL FLOOR PLAN



## Evolution of Site and Facilities

The history and evolution of the Missouri State Penitentiary site and facilities will be a major exhibit. Numerous interpretive methods will be used to help guests understand what they can see during their visit and what was there before, from the original facility that housed only a few offenders to the eventual “city within a city.” Exhibits will convey the scope and scale of Missouri State Penitentiary are multiple eras over its 168-year history.

The complexity of running the Missouri State Penitentiary grew along with its physical size. Missouri State Penitentiary grew to massive proportions—housing up to 5,000 offenders who had to be fed three times each day, staffing and scheduling, operating numerous factories, maintaining the facilities, managing the population, caring for the sick, and countless other considering that made running Missouri State Penitentiary extremely challenging. Exhibits will convey range of activities housed in Missouri State Penitentiary and the challenges of running it.

Interpretation will highlight key people and events including:

- Famous prisoners
- Civil War
- Riots
- Escape attempts
- Female prisoners
- Capital punishment

Guests learn about the configuration of the tourist destination they will be exploring and compare it to the many iterations Missouri State Penitentiary had over its history. Tools include:

- A digital touch table where guests can scroll through a timeline (in either direction) and watch the site transform. Guests can click to select individual buildings to learn its function and history.
- A series of tactile models show the progression through eras.
- Construction of the wall from local/onsite limestone.
- Landscaping of the Upper Lawn.
- Photographs, illustrations, and video support narrative describing the origin and evolution of Missouri State Penitentiary.



A model of the 1904 World's Fair in St. Louis is an example of visual and tactile interpretation of a large site.







▲ An interactive digital timeline invites visitors to explore the history of Missouri State Penitentiary based on their personal interests.

### Incarceration Eras in America

The exhibit illustrates the various eras in prison history and how they reflect larger social attitudes and philosophies:

- The Penitentiary Era
- Mass Prison Era
- Reformatory Era
- Industrial Era
- Punitive Era
- Treatment Era
- Community-Based Era
- Warehousing Era
- Just-Deserts Era





## A Day in the Life

For much of the 20th century, conditions for inmates improved compared to the barbaric conditions of earlier times. Prison was still prison—dangerous, boring, violent, and tense. But at times, inmates could experience small tastes of normal life. Officers has to stay vigilant at all times, but they could also enjoy occasional recreation, holiday celebrations, and entertainment. Inmates and officers had bad times and relatively good times at Missouri State Penitentiary. To get a sense of this, this area includes:

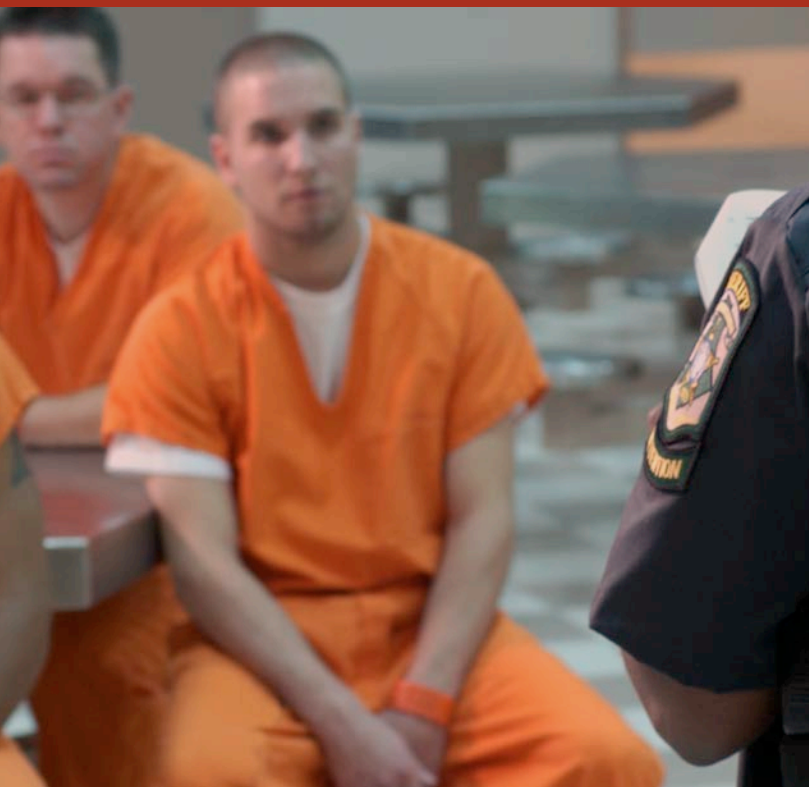
- A small, seated reading area where guests can find out what books were available to inmates and read/hear testimonials about what the books meant to them.
- A factory floor area where guests can explore the kinds of jobs performed by inmates and see some of the products on display. Simple interactive exhibits could include lifting a small block of limestone to sense the weight.
- Sit in a barber chair for a photo op and learn about prison hygiene and personal care.
- Experience the sights and sounds of the prison band at holidays and other performances in an area themed like the dining hall.
- Pick up a tray and move through the food line to find out what inmates and officers ate.
- A lift a lid to take in the constant smell of prison—paint and Clorox.
- Escape rooms—play a digital game with a friend where one person plots the escape and the other tries to foil it. Learn about actual escape attempts at Missouri State Penitentiary.
- Solitary confinement—sit in a dark space alone, but on camera, for five minutes with no phone.
- Contraband—actual contraband is displayed and interpreted. Interpretation describes the resourcefulness of inmates to acquire contraband and officers to confiscate it.
- Officer Duty and Pride—graphics, images, audio and video describe from the officers' words their sense of pride and duty to serve as corrections officers.
- Talk to a friend through glass and hear former inmates describe how they felt about that experience.
- Stand in a small dim area and become surrounded by the intense and frightening sounds of a shakedown. An adjacent exhibit explains what it is and why it is done.
- Sit in a small theater to be immersed in a riot via video, learning about the history of riots at Missouri State Penitentiary.





- ▲ The two images above show examples of exhibit organization: one around a thematic concept and the other models representing different eras.

- ▼ The images below show a small glimpse of prison life.





## Intake and Orientation

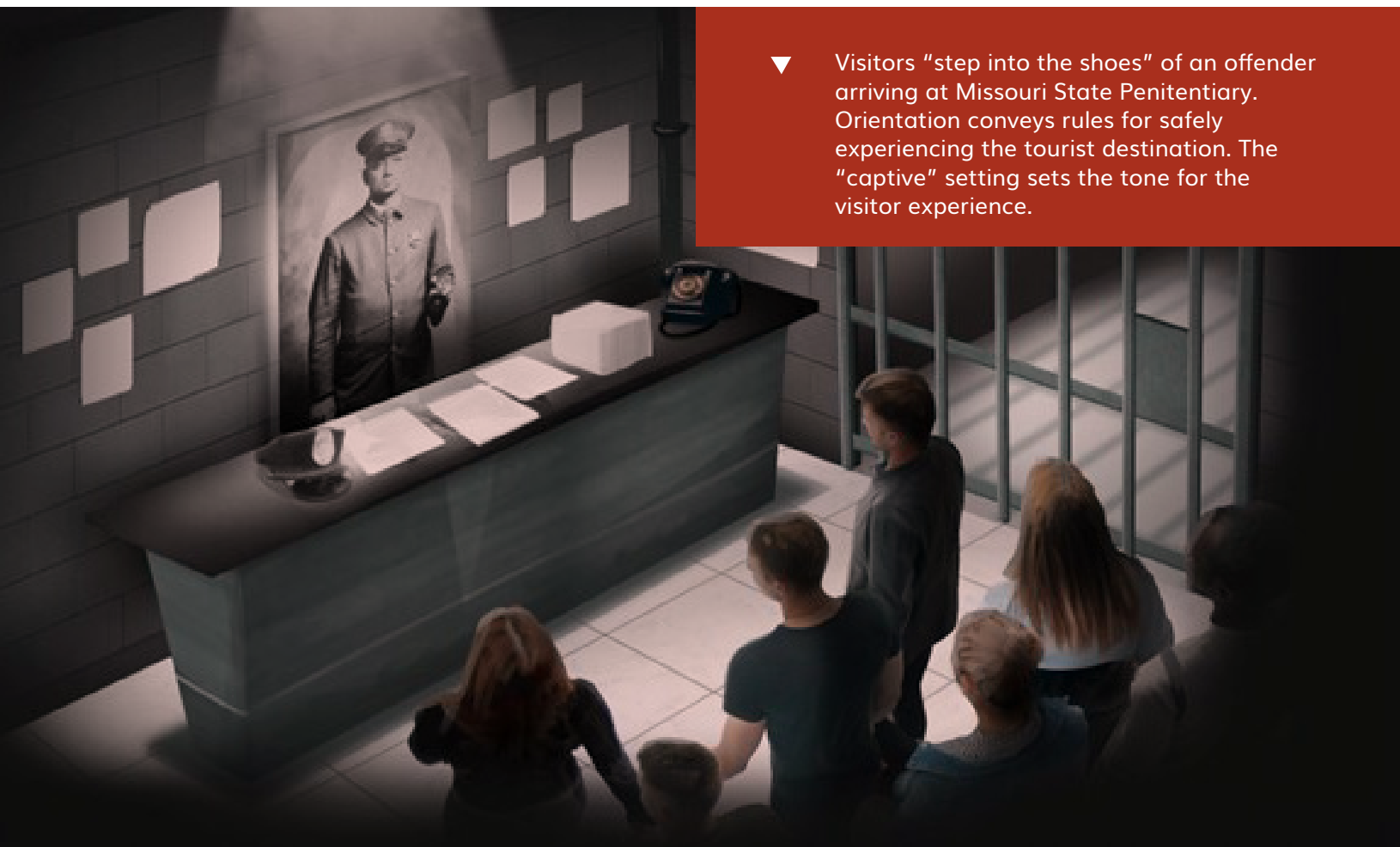
The Intake experience demonstrates some of what prisoners went through when they first arrived at Missouri State Penitentiary or current prisons. The tone of the presentation should balance the harshness of an offender beginning their sentence with the friendliness of guests visiting a tourism destination.

A corrections officer, live or as a life-size video presenter, delivers an orientation message. The staff welcomes guests while also informing them:

- Prison operations required many rules to be strictly followed.
- The operation of the tourist destination requires rules for the safety of guests and respect for the officers and seriousness of the site.
- No smoking, running or yelling.
- Obey tour guides.
- Good behavior may be rewarded.
- Defiance of the rules will not be tolerated and may result in removal without refund.
- The number you received is your Missouri State Penitentiary ID number. Proceed to the next room to present your ID number and learn why it is important.

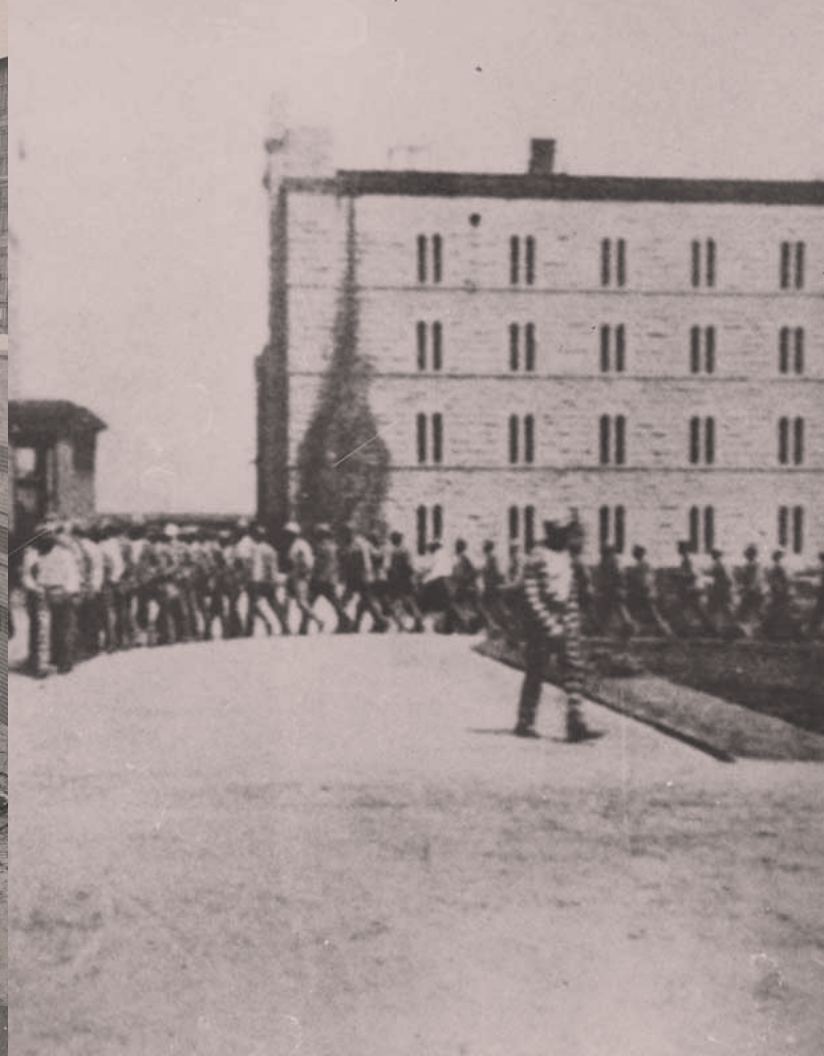
When the Intake experience ends, a door automatically opens, allowing guests to enter the orientation area. The Orientation area includes interactive exhibits, artifacts, graphics and video which provide a glimpse of the experience from the point of view of the offender and officers. Guests can get their mug shot taken. In this area they learn their ID number has two functions:

It corresponds to the ID number of an actual inmate at Missouri State Penitentiary. For privacy concerns, the name of the offender can be omitted. Guests can learn specifics about what offenders experienced at Missouri State Penitentiary while exploring the site—which cells they occupied (if their cell is still within the site), how long they served, what offense they committed. The ID number also serves as an anonymous ID if guests choose to use it for interactive exhibits. The number can allow them to collect information and images to document their experiences.



- ▼ Visitors “step into the shoes” of an offender arriving at Missouri State Penitentiary. Orientation conveys rules for safely experiencing the tourist destination. The “captive” setting sets the tone for the visitor experience.





MISSOURI STATE PENITENTIARY

JANE DOE

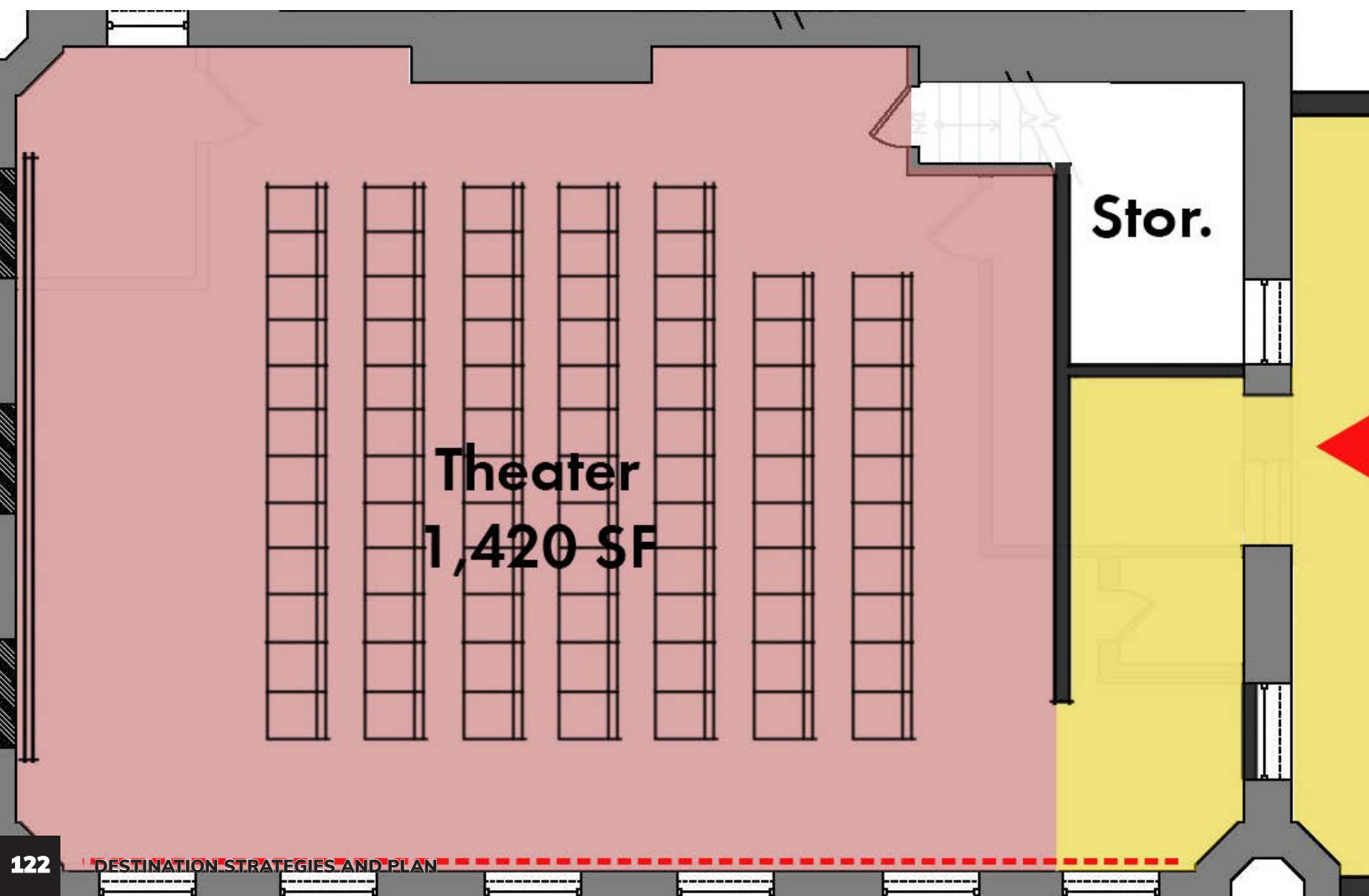
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## Museum: Signature Film

The Signature Film plays an important role in the over guest experience at Missouri State Penitentiary. The 15- to 20-minute immersion film experience will deliver an information-rich and emotionally powerful story of the Missouri State Penitentiary, the oldest penitentiary west of the Mississippi River and an important part of the history of the city, the state, and the nation.

Located in a large open room in Housing Unit 1 formerly used for administration, the Signature Film can repeat every 30 minutes and accommodate 100 to 120 guests, making it large enough to handle two busloads of visitors at a time. A preshow area allows guests to gather and be entertained as they wait for the next start time. The immersive concept of the experience is enhanced with atmospheric images projected on the theater walls in addition to the main storytelling screen in front.

The shared experience of a well-produced film with good storytelling, compelling images, and a powerful sound system enhances the emotional impact and learning, making it more memorable as a guest experience. The flexible audio/video system is adaptable for other use outside of regular museum hours, making it an ideal program space for guest speakers and facility rentals.







- ▲ The Signature Film tells the story of the historic Missouri State Penitentiary including its origin, buildings and site, offenders and staff, and the connection between Missouri State Penitentiary and the history of Jefferson City, the state of Missouri, and the nation.



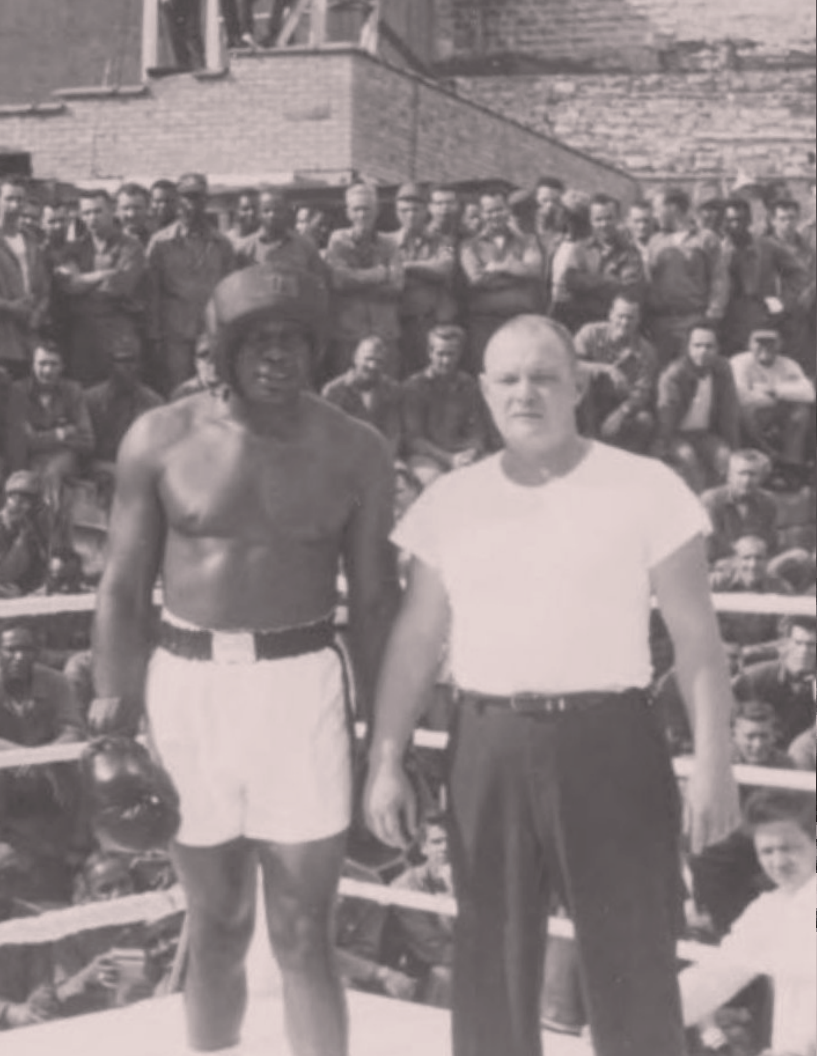
## Museum: Signature Film

For much of the 20th century, conditions for inmates improved compared to the barbaric conditions of earlier times. Prison was still prison—dangerous, boring, violent, and tense. But at times, inmates could experience small tastes of normal life. Officers had to stay vigilant at all times, but they could also enjoy occasional recreation, holiday celebrations, and entertainment. Inmates and officers had bad times and relatively good times at Missouri State Penitentiary. To get a sense of this, this area includes:

- A day in the life.
- A small, seated reading area where guest can find out what books were available to inmates and read/hear testimonials about what the books meant to them.
- A factory floor area where guests can explore the kinds of jobs performed by inmates and see some of the products on display. Simple interactive exhibits could include lifting a small block of limestone to sense the weight.
- Sit in a barber chair for a photo op and learn about prison hygiene and personal care.
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## HISTORIC SITE TOURS

Guests will be able to explore most of the Missouri State Penitentiary tourist destination including: Housing Unit 1, Housing Unit 3, Housing Unit 4, the Gas Chamber, Walls and Towers, Centennial Cells, Exercise Cage, and the Upper Lawn. Interpretative exhibits will be placed throughout each of these locations to help visitors understand points of interest for each location and to enhance the overall tour experience for self-guided and guided tours.

Accessibility improvements and adherence to ADA requirements will allow all guests to enter each of the three housing units. Some upper levels of the housing units will not be accessible to general guests due to historic preservation guidelines but may be available as non-accessible premium experiences.

Self-guided tours will allow guests to explore the site at their own pace. Guided tours will be tailored to meet the needs of school groups, historic architecture enthusiasts, or other groups. Paranormal Tours will provide an entertaining option for guests to experience Missouri State Penitentiary at night.

Interpretation for the Upper Lawn will include landscape design changes over time, inmate landscaping, footprints of earlier building, and the exterior facades of the housing units. Interpretation for wall and tower will include design and evolution of towers, operation of towers, escape attempts, and wall construction by offender labor from stone quarried on site. Tours will include access to Housing Units 1, 3, and 4. Interpretation will focus on specifics of each building such as housing/cell design, famous inmates' specific cells, isolation cells, inmate life during eras of the building, and offender segregation.

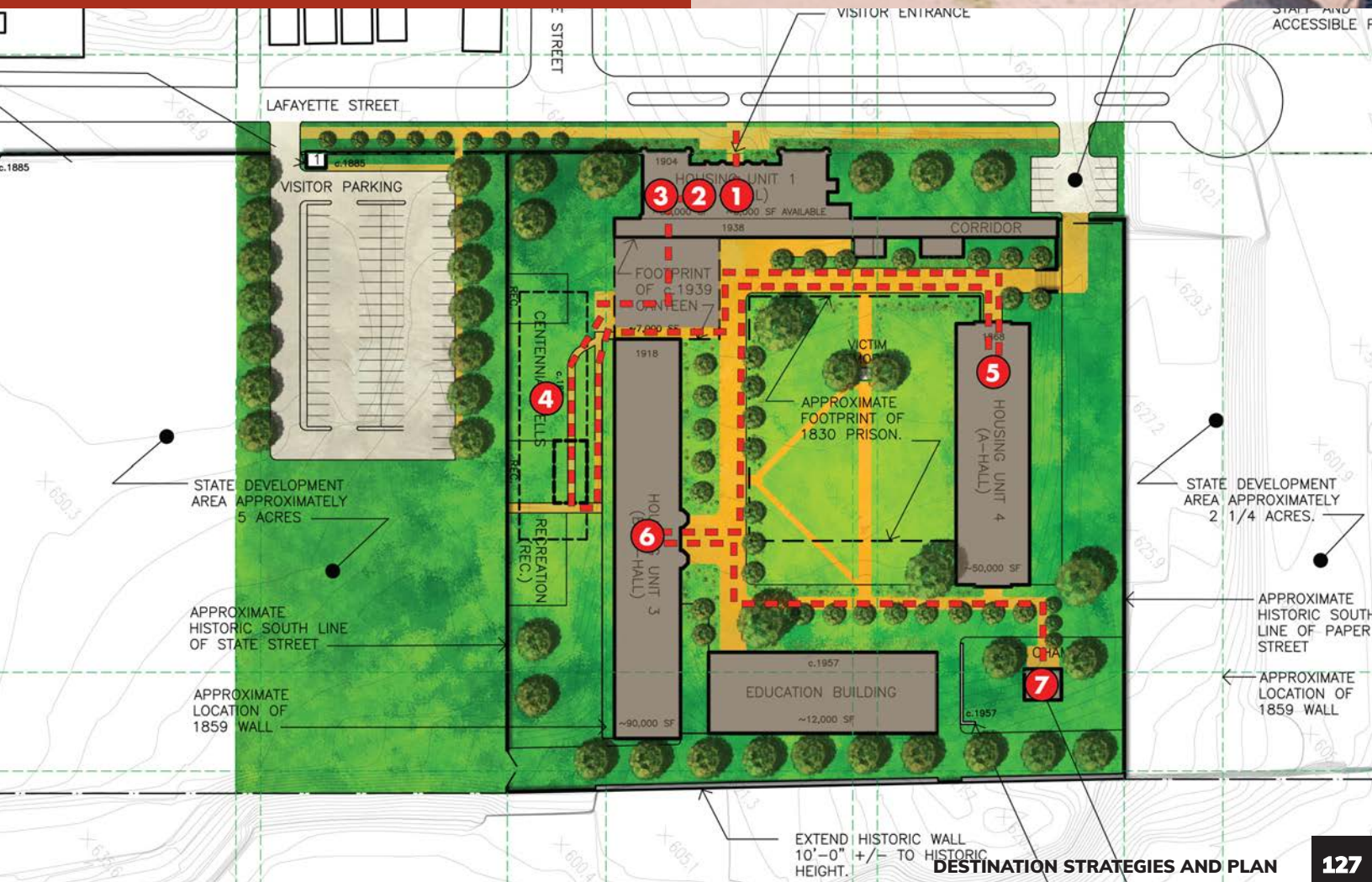
- ▼ Guided tours and nighttime programs will add to the diversity of experiences available to visitors at Missouri State Penitentiary.







- |                                |                     |
|--------------------------------|---------------------|
| 1. Entry                       | 4. Centennial Cells |
| 2. Intake and Orientation      | 5. Housing Unit 4   |
| 3. Museum and Media Experience | 6. Housing Unit 3   |
|                                | 7. Gas Chamber      |

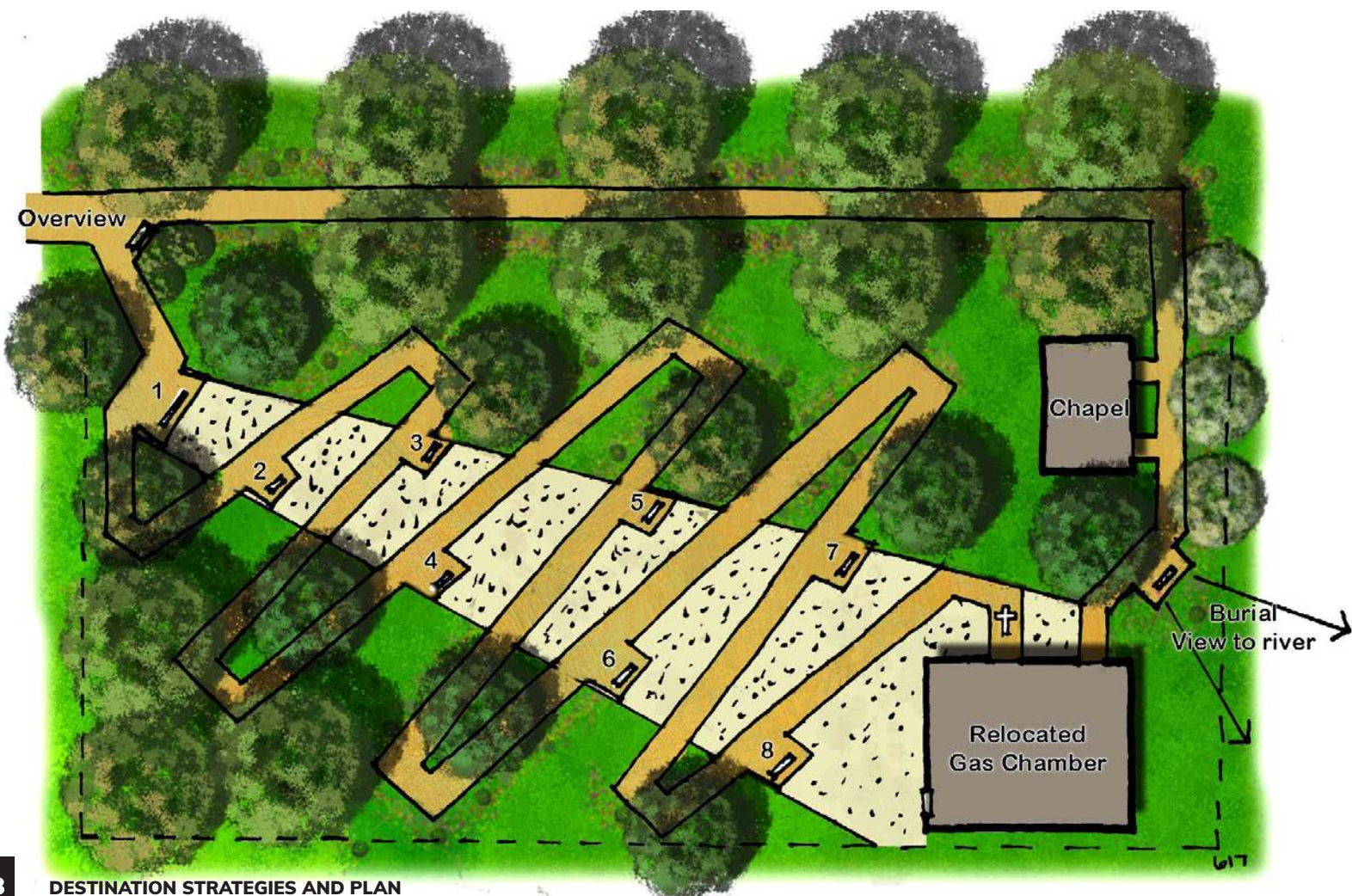




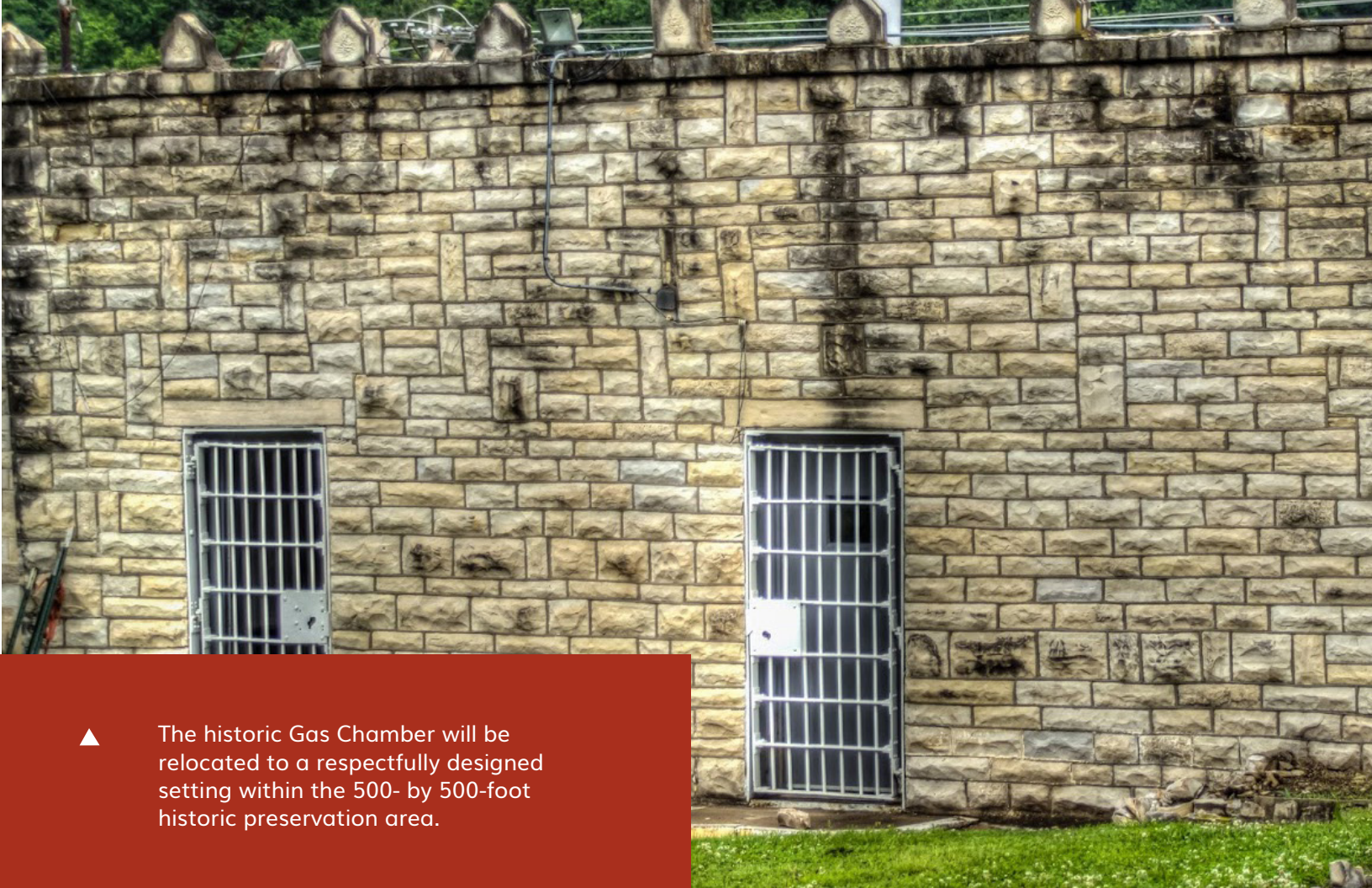
## Gas Chamber

The Gas Chamber will be relocated from its current location outside the project boundary to an area in the east corner of the walled tourist destination. Site design and landscaping will create a clearly defined area and set the Gas Chamber apart from the other buildings.

The Gas Chamber interior will remain unchanged as part of the move. The interior represents the condition from when it was restored back to a gas chamber after 1980s modifications for lethal injection. Guests will be able to enter the building and stand where witnesses viewed the executions. Guests will be able to get close to the actual gas chamber and look inside.







- ▲ The historic Gas Chamber will be relocated to a respectfully designed setting within the 500- by 500-foot historic preservation area.
- ▼ The Gas Chamber interior and exterior will be carefully conveyed to the new location.





### **Gas Chamber Experience Progression**

The seriousness of the gas chamber requires careful and sensitive planning and design. Guests should not approach it without warning and preparation. Executions followed a very deliberate and specific protocol. Officers conducted their duties with utmost respect. Guests will move through several interpretive stations as they approach the Gas Chamber such as:

#### **The 40**

Overview of each of the 40 offenders executed at Missouri State Penitentiary, including their offense.

#### **The Staff**

Staff who volunteered for execution duty and the careful, respectful, and professional way they discharged their duties.

#### **Witnesses**

Narration and images describe who witnessed executions and why.

#### **Last Meal**

Significance and choices for the last meal.

#### **Religious Representation**

Show opportunities for religious representation.

#### **Appeal/Legal Representation**

Describes how appeals and potential stays of execution may continue until the final moments before the execution.

#### **Chemical Preparation**

In a small dimly lit room, a photograph of the gas chamber chairs is on one wall. A narrator describes, in a subdued, unemotional, and scientific way, how the cyanide works to end the life of the offender.

#### **The Press**

Narration, images, and press clippings convey the role of the press and the public interest in executions.

#### **The Gas Chamber**

Following the progression of scenes, guests may view the gas chamber at their own pace, in silence and without interruption.

#### **Burial**

This scene depicts what happens to the remains of the offender following their death.

#### **Reflection Chapel**

Following the viewing of the gas chamber, guests may choose to exit the area or step into the chapel to reflect on their experience and compose their emotions.







## Events

The master plan vision elevates Missouri State Penitentiary as a unique destination for Jefferson City and the state of Missouri as a tourist destination, museum, and event venue. Iconic architecture will make it highly recognizable. The location along Capitol Drive, only blocks from the State Capitol, positions Missouri State Penitentiary for success as a venue for public events and private facility rentals.

The central lawn of the Upper Lawn provides a flat open space for large outdoor events. The basement level of the former education building can serve back-of-house needs and as a platform for the stage. The facades of Housing Unit 3 and Housing Unit 4 frame the green space and provide surfaces for lighting effects and projection mapping. Upgrades to Housing Unit 1 for ticketing, retail, and restrooms will support events in addition to regular operations. The 500- by 500-foot walled area creates the controlled site access needed for revenue controls and guest safety.

Housing Unit 4 provides a large indoor space for events with protection from weather and suitable for seated dinners in a dramatic setting. The cellblocks in Housing Unit 3 and Housing Unit 1, along with the museum areas in Housing Unit 1, will work well for smaller standing events and receptions. The signature film experience includes a venue with theater seating and audio-video systems that can serve double for events and programs.

Events can be a significant driver of revenue from admissions or rental fees. Associated food service and catering can provide additional revenue. Events may include:

- Public events where all are invited to attend
- Movie Events/Film Projects
- Concerts
- Private venue rentals









## Museum Store

According to the American Alliance of Museums, museum stores play a critical role in the mission of museums.

- Museums are a trusted resource for communities—and the products sold in museum stores reflect the mission, collections, and programs of the museums and cultural institutions to which they belong.
- Museum stores perform integral and multi-faceted work for their institutions—from earning income and extending mission-related programs, to visitor engagement and educational outreach through store products, programs, and experiences.
- Museum stores further the educational mission of their institutions through the offering of products that allow the public to “take home” a part of the museum for their enjoyment and ongoing memory of their museum experience.
- Museums traditionally have broad market bases, and those attending will range from schoolchildren to professionals, from college students to retirees, and from families to single adults. Museum stores effectively serve these diverse visitors by offering a wide variety of items and price points that help capture the interest of each of these various patrons.
- A museum store creates long-term patrons of the museum by engaging children, teens, and young adults in programming and events and with store products that are educational. This is an important demographic that can be reached through the museum store and helps to create future audiences that can support and sustain the museum.
- Products found in museum stores are as intentionally selected as the objects displayed in their respective institutions, with many items developed exclusively by the museum, resulting in distinctive and unique offerings for consumers.
- Museum stores extend the brand of their parent institutions, helping museums communicate, reinforce, and amplify their unique offerings and experiences to the public. When a patron wears a piece of jewelry, looks at a print, reads a book, or plays with a game purchased from the museum store, these products are subtly communicating key marketing messaging.
- Museum stores are vital frontline ambassadors for their institutions—ensuring visitors receive welcoming and enhanced experiences as well as knowledgeable and meaningful engagement from their museum visit.
- Museums foster ongoing appreciation and knowledge of art, nature, culture, science, and history. When consumers purchase a gift from a museum store, they help to sustain the institution’s service to the public.
- Museum stores help their institutions create a sense of pride and ownership in their members, visitors, local governments, communities, and the public.







# SCHEDULE / COST







**PROPOSED PROJECT TIMELINE**

**COST ESTIMATE**



# PROPOSED PROJECT TIMELINE

2024

- MASTER PLAN COMPLETION

- CONCEPT—CONSTRUCTION DOCUMENTS
- MUSEUM/TOUR INTERPRETIVE PLANNING



2025

2026

- INITIAL HISTORIC RESTORATIONS
- GENERAL CONSTRUCTION

**OPENING** ●

**Target Opening:**  
Spring 2026  
190th Anniversary

- CONTINUED HISTORIC RESTORATIONS (THROUGH 2027)

# COST ESTIMATE



# Missouri State Penitentiary

## MP Budget Allocation

Summary - Phased Approach

	Phase I	Phase II	Total
Site Development	\$ 5,880,000		\$ 5,880,000
Historic Preservations			
Walls and Towers	\$ 2,390,000	\$ 2,390,000	\$ 4,780,000
Housing Unit 1	\$ 36,600,000		\$ 36,600,000
Housing Unit 3		\$ 21,930,000	\$ 21,930,000
Housing Unit 4		\$ 8,400,000	\$ 8,400,000
Education Building		\$ 8,020,000	\$ 8,020,000
Gas Chamber	\$ 1,510,000		\$ 1,510,000
New Product Experiences			
Walls and Towers		0	0
Housing Unit 1	5,280,000		5,280,000
Housing Unit 3	220,000		220,000
Housing Unit 4	220,000		220,000
Education Building		0	0
Gas Chamber	220,000		220,000
	\$ 52,320,000	\$ 40,740,000	\$ 93,060,000

