


Department of Corrections

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The Department of Corrections is an agency dedicated to public safety through the successful management and supervision of offenders on probation, in prison and on parole. The department's responsibility is to administer the sentence set by the court in ways that promote public safety at the lowest cost to taxpayers. Offenders assigned to the department are successfully managed by ensuring they are supervised at the correct custody or supervision level. A cadre of over 11,000 well-trained correctional professionals committed to the vision, mission, values and professional principles of the department, assesses each offender's criminal history, evaluates community and institutional conduct and enforces compliance with court orders and department rules. This mixture of on-going assessment, classification, referral to supervision strategies and assignment to basic habilitation interventions are several of the key methods used to promote sober, responsible, productive and law-abiding behavior. When offenders are held accountable for their behavior and responsible for their actions the public's safety is enhanced.

In all, the department is responsible for the care, custody and supervision of approximately 90,000 adult offenders in Missouri. There are currently more than 30,000 adult felons confined in Missouri's 21 correctional facilities and two community release centers. The department also supervises 11,500 parolees and 48,000 probationers across the state.

There are four divisions within the department. The management of felons and selected misdemeanants committed by the court are divided between the Division of Probation and Parole and the Division of Adult Institutions. The Division of Offender Rehabilitative Services provides program services to felons assigned to probation, parole or prison. All staff related activities and special program services are provided through the Division of Human Services.

The department utilizes strategic planning to promote continuous improvement and excellent

customer service at all levels of the organization. This commitment to continuous improvement ensures that offenders under the supervision of the Department of Corrections are assigned to the correct custody classification and receive those services that reduce criminal behavior and promote the longest lasting public safety through a measurable reduction in recidivism and revocation.

The strength of the department of Corrections is found in the women and men who serve around the clock to ensure that offenders are supervised at the most appropriate level with the greatest care for public safety. To assist our staff in their challenging work, the department has developed policies and procedures based on statutes, case law and the best practices in the field.

To ensure that policy and procedure are representative of the needs of staff and adhere to legal obligations, the department assigns task forces and work teams to research different operations to review and rewrite policy. This practice allows the department to not only examine its operations, but receive input from those who are required to implement the policies and procedures prior to approval by administrators and the executive staff.

Training is essential to building and maintaining a professional staff. The department has established a Training Academy with its headquarters in Jefferson City and Regional Training Centers in Farmington, Jefferson City and St. Joseph. A full time professional training staff works at each center to ensure that training is delivered consistently, accurately and completely across the state. Staff outside the training centers is also enlisted to assist and conduct training in specialized topics. This brings the professional expertise of our working staff to newly hired employees.

Sometimes overlooked are the line staff and supervisors dedicated to providing quality correctional supervision to offenders. Working together these units of probation and parole officers, correctional officers, clerical, cooks, substance abuse counselors, caseworkers, maintenance, teachers, treatment staff and others blend into a team that holds offenders accountable for their behavior and responsible for their actions. Through a combination of supervision strategies and classification criteria, offenders are supervised in ways that address public safety concerns while meeting the needs of the offender.

Supervision levels in the community range from intensive to minimum supervision, and community corrections programs such as electronic monitoring and halfway houses. In the prisons there are five custody levels that range from minimum (C-1) to maximum (C-5). Using objective criteria to establish supervision and custody levels ensures offenders of corresponding need and dis-



GARY KEMPKER
Director



DAVID ROST
Deputy Director



DONNA ANN COLEMAN
General Counsel



TIM KNIEST
Chief Public Information Officer

position are supervised and confined safely and securely with appropriate programming.

The employees of the Missouri Department of Corrections are among the finest in the field of corrections. They are active in their local communities both in developing professional relationships with citizen groups and maintaining their role as citizens building strong communities. We take our jobs seriously and are committed to making Missouri a safe and secure place for its citizens and visitors.

Offender Management

Risk management is the process of classifying offenders according to the risk they currently present to the public so as to assign them to the institutional custody or community supervision level that best monitors their conduct. Department staff assesses, evaluates and intervenes as necessary to ensure offenders are managed in ways that best promote public safety in accordance with the sentence of the court.

Risk management is accomplished in a variety of ways. Pre-sentence investigations assist the court in determining sentencing options. Individualized institutional treatment programs for substance abusers, sex offenders, and others that experience mental health or other special problems provide offenders with the necessary skills for successful reintegration into society. Supervision strategies such as intensive supervision, electronic monitoring, day reporting centers, and residential facilities provide offenders with a structured environment for increased supervision. Restorative justice programming in institutions and field offices allow offenders an opportunity to repair the harm their crimes have caused individual victims and their communities. The institutional classification system ensures felons in prison are confined at custody levels that maintain facility security and public safety.



MATT STURM
Legislative Liaison



JULIE ROLLINS
Women's Program Manager

Office of the Director

The director of the Missouri Department of Corrections is charged with shaping legislation, formulating policies and procedures, and informing the public to effectively and efficiently guide and implement objectives and goals that increase the public's safety. Included in the Office of the Director are units that participate in these endeavors, notably Victim Services, Constituent Services, Information Systems, Inspector General, Legal Services, Labor Relations, Legislative Affairs, and Public Information.

Restorative Justice

Missouri is the only state that requires inmates to perform restorative justice initiatives that assist victims and victimized communities as part of their sentence to prison. As examples, inmates from Boonville raised over 30,000 pounds of vegetables and fruits for a local food bank. In Jefferson City the inmate population raised over \$5,000 for local charities through their can recycling program and other charitable events. In Moberly, inmates assemble personal transportation vehicles for individuals who have lost their legs to disease, crime and landmines throughout the world. Inmates in Cameron grow flowers to adorn the lunches for local Meals on Wheels programs and in Farmington inmates build wheelchair ramps for not-for-profit agencies.

Probation and Parole offices sponsor a variety of restorative justice programs for offenders under their supervision living in the community. Reparative Boards are comprised of citizens from the community specially trained by department staff to meet with offenders concerning their behavior under supervision. They provide the court with an assessment of offender needs and how the offender can best repair the harm they have caused the victim or the community. Offenders attend victim impact panels in correctional facilities and probation and parole offices to demonstrate how crime personally affects victims. The panels are made up of crime victims who relate their personal stories and how criminal behavior has changed their lives.

Information Systems

The Office of Information Systems has the responsibility of managing and operating all data processing activity in the department. Several mid-range computers, in conjunction with a statewide telecommunications network, service more than 11,000 employees at 112 locations containing approximately 6,400 workstations while also providing online access to approximately another 1,500 users throughout several additional criminal justice agencies. The department's offender databases are integrated with other state agency information to comprise a criminal justice support capability throughout the state. Additional responsibilities include coordination of all telecommunications and radio resources in the department.

Inspector General

The Office of the Inspector General is charged with objectively examining department operations to ensure they are in compliance with established policy and procedure. This is accomplished through the Internal Affairs Unit and the Compliance and Accreditation Unit. Internal Affairs is the investigative arm of the department and conducts investigations in response to reports of suspected violation of statute and department policy and procedure. The Compliance and Accreditation Unit develops, reviews and audits current department practices to ensure department policy and procedure is being followed. This unit also recommends and coordinates department policy and procedure revision.

Constituent Services, Labor Relations, Legislative Affairs, Public Information and Victim Services

These five sections of the Office of the Director provide and coordinate information to specif-



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Restorative Justice Coordinator



DAVID SCHULTE
Director
Information Systems



KAY CROCKETT
Victim Services Coordinator
Office of the Director

ic audiences concerning the operation of the department and its divisions.

Constituent Services processes inquiries from offender families, advocacy groups, the Governor's office, legislators and the public. Through a customer-focused approach, the office provides consistent, accurate, timely information and direction about offenders and the department's policies, procedures and practices. Constituent Services also keeps department administrators informed about issues generated from constituent contacts.

The Labor Relations Office serves to ensure that effective and continuous communication exists between the department and the certified bargaining units that represent employees. This office also identifies and resolves labor management issues, and serves as the link to the Office of Administration with the responsibility of interpreting and applying state guidelines governing labor management.

Legislative Affairs responds to inquiries from legislators and other interested parties regarding legislation and its impact on department operations.

The Public Information Office addresses inquiries from the news media, the general public, and other interested parties. This office also gener-



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Director
Division of Human Services



CHRIS EGBERT
Strategic Planning Initiatives
Manager



LENARD LENGER
Comptroller



PATSY FLETCHER
Workplace Violence
Coordinator

ates department publications, videos, promotes department activities and oversees the Internet web page. Within the organization, Public Information coordinates and develops organizational plans to improve internal communication.

The department's Office of Victim Services (OVS) was established to ensure core services and accurate, timely information are provided to Missouri crime victims. The OVS ensures victims are notified of changes in offender's status in accordance with RSMo 595.209. The OVS enhances accessibility to department operations including parole hearings, victim impact statements for pre-sentence investigations, reasonable protection from offenders or others acting on behalf of offenders. The OVS provided services including notification, crisis intervention and referrals to approximately 36,000 victims of crime. During CY02 the office sent 23,782 notification letters and assisted approximately 8,500 victims by telephone.

Division of Human Services

The Division of Human Services consists of Human Resource Management, Training and Employee Development, Employee Health/Wellness/Safety, Religious/Spiritual Services, Volunteer/Intern Programs, Budget/Planning, Research and Evaluation, Planning, Fiscal Management, and General Services. This division provides support to the other divisions of the department. A professionally trained work force, where safety and wellness is practiced as a part of the job is essential to carrying out the vision, mission, values and professional principals of the department. The Division of Human Services is tasked with recruiting a diverse professional work force, maintaining that qualified work force, improving the work environment of employees and communication between management and staff. Oversight of the budget process, strategic planning and fiscal management is essential to support the operation of the department. Additionally, the division has oversight of the institutional

food operations, major new construction and maintenance projects, the management of the vehicle fleet, and central office business office and warehouse functions.

Fiscal Management Unit

The Fiscal Management Unit is responsible for departmental financial activities and the coordination of those activities with other state agencies. The unit is a liaison with the State Treasurer, State Auditor, Office of Administration and the department of Revenue in the performance of these activities. This unit oversees implementation and maintenance of a variety of complex accounting systems including property control, audit procurement, accounts payable, revenue accounting, contract management and coordination, offender canteen and the offender banking system. In addition, the Fiscal Management Unit provides oversight, support and assistance to institutional and field Probation and Parole districts, Missouri Vocational Enterprises and other regional business offices throughout the state.

Budget, Research and Evaluation

The Budget Unit is responsible for developing, preparing and presenting the department's annual budget request. Budget staff coordinate with the operating divisions to determine the resources required to implement agency programs and strategies. The unit then develops funding requests that accurately reflect the department's strategic planning goals and objectives. Through analysis of research data on program outcomes and population trends, the unit provides guidance on ways to use department resources more effectively and efficiently. The Budget Unit presents the budget request to the Governor's Office and then works closely with the General Assembly to provide information during the appropriations process. This unit also coordinates fiscal note responses for the department.

The Research and Evaluation Unit is responsible for providing research data and analysis to support the entire department of Corrections. They track population growth of all offenders and maintain statistical data required for the evaluation of department programs and trends. The unit provides research information required to support the strategic planning process and all departmental decision-making. They analyze data and develop scenarios to respond to requests for fiscal note information. The unit also provides research and survey data to agencies within and outside state government and reviews outside research requests.

Planning Section

The Planning Section provides support in the development of the department's strategic plan. It oversees the monitoring of implementation plans and performance measures associated with the strategic plan. The Planning Section also facilitates departmental teams that work on process improvement, problem solving and customer satisfaction projects. Corrections staff uses the strategic planning process to identify issues, develop goals, objectives, strategies, and resources required to implement strategies to meet and measure the steps required to address critical issues.

Training and Employee Development

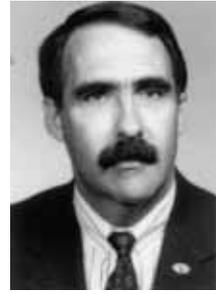
The Training Academy develops, coordinates and delivers preservice, in service and management/supervisory training to staff in each of the department's divisions. The academy consists of 61 full-time staff and a cadre of part-time volunteer trainers who perform their duties in one of the department's three regions: Central, Eastern and Western. The academy promotes the personal growth, professional development and imparts the departmental vision to all staff members to help them achieve the short and long term goals of the agency. To this end, the regions conduct pre-service basic training courses for all new corrections officers, non-custody staff, and correctional services trainees. In addition, more than 300 in-service and management courses are presented annually. The academy is also responsible for Probation and Parole safety training and a variety of other certification programs. The academy designs and develops all departmental curricula.

Employee Health/Wellness/Safety

This section addresses job-related health and safety concerns with focus on control of communicable and infectious diseases: It also oversees and implements occupational safety concerns and coordinates and promotes employee



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Director
Budget and Planning



ROYCE HUDSON
Chief of Staff Training
Division of Human Services



JULIE IVES
Employee Health and Wellness
Division of Human Services

wellness activities. The Workforce Violence Coordinator is also part of this unit and provides staff with assistance following a traumatic workplace incident.

A 1997 study by the U.S. Department of Justice found that correctional officers had the fourth highest incidence of violent incidents per 1,000 workers during a recent five-year period. Correctional personnel also have higher levels of work-related stress than other occupations. The department established a Workplace Violence Prevention Unit as part of the Employee Health/Wellness/Safety Section to develop and implement department wide programs to respond to staff's needs as they relate to violence in the workplace.

Human Resource Management

This section processes all personnel and payroll actions, maintains personnel records, clarifies classification issues and coordinates the recruitment and hiring of employees within the guidelines of the Missouri State Merit System. The Human Resource Management Section also handles employee relations and participates in labor relations discussions.



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Personnel Officer
Division of Human Services



WINFREY DICKERSON
Supervisor
Religious/Spiritual Programming



GORDON HOWARD
Coordinator
Volunteer Services



JIM GROTHOFF
Director
General Services

Religious and Spiritual Services

Religious programming opportunities and pastoral care services are provided for inmates in correctional centers. Department chaplains assigned to every institution work with volunteers from various denominations to ensure that constitutional rights of inmates to practice the religion of their choice is facilitated within the limitations of a secured setting. One goal of religious and spiritual services is used as a restorative and transforming tool for inmate change, growth and social reintegration.

The impact of religious and spiritual services for inmates has been shown to decrease conduct violations and promote inmate institutional adjustment. Inmates attending religious and spiritual programming are more likely to engage in activities that promote positive attitudes and behaviors needed to take advantage of other inmate programs. During Fiscal Year 2002, twenty-four percent of the inmate population produced 352,543 religious service attendance units. Chaplains and volunteers made 27,598 contacts with inmates unable to participate in religious service due to confinement restrictions, with an additional 19,469 general pastoral contacts and 1,186 family emergency notices.

Volunteers/Interns—Special Events

Volunteers serve throughout the department and are recognized as non-salaried employees. They receive an orientation to the department and supervision by department staff. Volunteers provide a variety of services and programs in areas such as substance abuse, twelve step programs, literacy, tutoring, parenting skills, anger management and religion. Volunteers provide access to community programs including NAACP, Vietnam Veterans, Kiwanis, Toastmasters, American Legion and other such organizations. Volunteer members of these organizations bring the programs to the institutions.

This section also coordinates student internships from a variety of educational institutions and colleges around the state. The Volunteer Unit also coordinates, implements and monitors special events and programs involving the department, other state agencies and community partners.

General Services

General Services is responsible for the purchasing, storage and distribution of commodity food items to the department's institutions statewide from two regional warehouses. This section also oversees the operations of institutional food service including regional cook-chill facilities, major new construction and maintenance projects within the department, and management of the statewide departmental vehicle fleet. The General Services Unit also oversees the central office business office and warehouse functions.

Division of Offender Rehabilitative Services

The Division of Offender Rehabilitative Services is responsible for developing and delivering interventions and services necessary for offenders to correct their criminal behavior at each point in the department's supervision continuum. These services and interventions include Academic and Vocational Education, Medical Contractual Services, Mental Health, Missouri Sexual Offender Program, Missouri Vocational Enterprises, and Substance Abuse Services. These program services allow corrections professionals throughout the department to fully utilize the supervision continuum to better resolve offender issues such as literacy, sobriety and employability. Without remediation these factors would impede their return to the community as law abiding and productive citizens. The public's safety is best served by creating increased offender accountability.

Adult Basic Education

A basic education is an integral part of the rehabilitative process. In order to prepare inmates for successful reintegration to society and to reduce recidivism, offenders without a high school diploma or equivalent (General Educational Diploma Certificate [GED]) are required by statute to participate in Adult Basic Education classes. The mandatory academic educational program provides offenders an opportunity to obtain the GED certificate and make positive and measurable progress in academic education. It also provides a correctional environment in which inmates are constructive while confined and productive when released. The individually prescribed curriculum utilizes both computer programs and text based materials. Classes range from basic literacy and English as a second language through post-secondary education. The academic education section offers the following programs for the offenders to prepare themselves for release:

Assessment: Staff at intake centers screen and properly diagnose all offenders prior to school assignments.

Adult Education: Classes that assist the offender in working toward the GED certificate.

Literacy: Classes providing specific materials and instruction for those with limited English proficiency and reading skills.

Title I: Provides supplemental instructional services for educationally disadvantaged students under age 21.

Special Education: Provides appropriate education for offenders with disabilities through the age of 21.

Youthful Offender Program: Eligible offenders receive life and job skills through the pursuit of post-secondary education while incarcerated and continue through pre-release and parole.

The Missouri department of Elementary and Secondary Education certifies all department teachers and administrators.

The Mandatory Academic Education Statute, Section 207.690.10 *Revised Statutes State of Missouri* establishes that offenders must earn their GED certificate or exhibit a continuous good faith effort toward academic success to be eligible for parole. With this added emphasis on education and academic progress, the goal is that eighty percent of students served will show success in one or more areas of reading, math or language during a three-month period.

Currently, academic education can serve over 8,900 eligible offenders daily and during the past two fiscal years over 4,500 inmates have earned their GED certificates. Eighty percent of the inmates who take the GED test pass. This rate exceeds both the state and national average.



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Director
Division of Offender
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Assistant Director/Education
Division of Offender
Rehabilitation Services

School based programs include a number of vocational training programs throughout the prison system. These programs include computer repair, automotive repair, business technology, electrical wiring, residential carpentry and plumbing, diesel mechanics and industrial technology, culinary arts and cosmetology among others. Additionally, School Based programs include training for offenders in computer refurbishing and repair and technical literacy. This specialized program is delivered in partnership with local community colleges. To help ensure that offenders are prepared to work, employability and life skills classes are available. This program is designed to provide skills vital to success in the work world such as communication, cultural diversity, conflict resolution, personal finance management and knowing how to find and keep a job.

Work Based programs are delivered via apprenticeships and on-the-job training delivered by the Missouri Vocational Enterprises (MVE) and through institutional jobs. MVE also provides skilled training programs to assist the offender to secure and retain meaningful employment upon release.

Community Based Connecting activities are designed to establish partnerships with state and community agencies. These activities provide access to services available that may help offenders and their families in the process of social reintegration in a free society. Additionally, these initiatives bring the department in contact with individuals from within the community to discuss offender reintegration strategies.

Missouri Vocational Enterprises

Missouri Vocational Enterprises (MVE) is responsible for 25 different industries in 11 correctional institutions throughout the state. At any one time MVE employs approximately 1,400 inmates who provide a variety of products and services for sale to state agencies, city and county governments, political subdivisions, state em-

ployees, and not-for-profit organizations. MVE's goal is to increase work and training opportunities for inmates. Profits generated by MVE sales are used to develop new products and create expanded vocational training opportunities.

One of MVE's most unique industries is the award winning Waste Tire to Energy program. Waste Tire to Energy involves department of Corrections inmates cleaning up illegal tire dumps around the state as identified by the Department of Natural Resources. The tires are then shredded by inmates into rubber tire chips, which are then mixed with coal to power the University of Missouri, Columbia's power plant. The clearing of the dumps reduces health hazards and prevents fires associated with illegal dumps. The mixture of chips and coal recycles waste, burns hotter and cleaner than coal alone thus reducing air pollution and saving the state fuel costs. Since the program's inception in March 1995, the department has recycled over 25,000 tons of tires at 25 different sites across the state.

Medical Services

By law the department is responsible for the health care of offenders in their custody. The Medical Services Unit oversees medical care, which have been provided on a contract basis since December 1, 1992. This managed care system stresses health care education, primary prevention, immediate identification of health problems and early intervention to prevent more debilitating chronic health problems. Medical units are located in every correctional center. Depending upon institutional size, the level of care ranges from daily, routine medical and dental sick call services to 24-hour care infirmaries. Chronic care clinics ensure those with chronic conditions are regularly assessed and provided continuous medical care by licensed nurses and physicians.

Mental Health

When inmates are sentenced to prison mental health needs are accessed during the intake process at the reception and diagnostic centers. This consists of a mental health screening and psychological testing to determine if intervention is needed and, if so, what measures should be taken to stabilize the offender's mental illness and assist with institutional adjustment.

The department works closely with the Department of Mental Health in three key programs designed for treating individuals with severe and persistent mental illness. There are 42 psychiatric hospital beds available at the Biggs Forensic Center at the Fulton State Hospital. This unit is occupied by individuals who are experiencing acute exacerbation of their mental illness. In addition, two specialized programs are



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Administrator, Missouri Vocational Enterprises, Division of Offender Rehabilitation Services



JUDY HUDSON, R.N.
Chief of Nursing Services
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Chief of Mental Health Services, Division of Offender Rehabilitation Services

available at the Farmington Correctional Center. The Social Rehabilitative Unit is comprised of 200 beds and is designed to provide a long-term structured environment. The Correctional Treatment Center provides intermediate to long-term psychiatric treatment for chronic mentally ill offenders within an inpatient setting.

An additional mental health program is available at the Special Needs Unit located within the Potosi Correctional Center. This program is designed to serve offenders with developmental disabilities and prepare them for return to general population in prison.

Psychological services are available in all institutions, ranging from individual and group therapy services to special programs for the chronically mentally ill.

Missouri Sexual Offender Program (MOSOP)

The director of the Department of Corrections is mandated by statute (RSMo 589.040) to develop a program of treatment, education and rehabilitation for sexual assault offenders. By department policy, the successful completion of MOSOP is mandatory for a release prior to an

inmate's sentence completion date. The MOSOP program, consisting of approximately 12 months of therapy, is provided at the Farmington Correctional Center for men and the Women's Eastern Reception, Diagnostic and Correctional Center in Vandalia for females. The group for handicapped offenders, currently at MECC, will soon be transferred to ERDCC.

During the fiscal years of 1999 and 2000, 1,219 inmates attended MOSOP and 313 graduated from the program. In 2001 and 2002, 934 more attended, and 377 completed successfully. Those who failed to successfully complete were required to complete their entire sentence and were not released prior to that date. The department has also instituted MOSOP treatment in its field services to probationers and parolees.

The Sex Offenders Assessment Unit (SOAU), a 120-day pre-sentencing residential program, was established in FY94. It is designed to assess community risks and sex offender treatment needs. Information is then shared with the court for sentencing considerations. From 1999 through 2002, 409 offenders were assessed for the courts at the SOAU.

Regional Sex Offender Specialists, employed by the department, monitor a panel of private practitioners that provide treatment to offenders while on probation or parole. The courts or the Parole Board mandate outpatient treatment for these offenders.

Substance Abuse Services

The Department of Corrections provides a continuum of services for offenders who are stipulated for substance abuse treatment through court order or through a decision of the Board of Probation and Parole. The department manages nine substance abuse treatment centers in correctional facilities that house a total of approximately 2,800 residential intensive treatment beds. Missouri prisons also offer assessment and substance abuse education services and partial day treatment. Additionally, the department manages a myriad of community substance abuse treatment contracts through Probation and Parole.

In 1994, Senate Bill 763 authorized creation of three innovative drug treatment programs to tackle specific substance abuse problems. The Offenders Under Treatment Program, the Post Conviction Drug Program and the long-term treatment programs provide services for both male and female offenders. The Offenders Under Treatment Program is a six month treatment program for offenders whose substance abuse or dependency was a precipitating factor in their offense. The Post Conviction Drug Treatment Program is designed for probationers who have failed to complete treatment within the commu-



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nity. Long-term therapeutic community programs treat offenders with serious and chronic drug and alcohol addictions.

Boonville Treatment Center, Cremer Therapeutic Community Center, Farmington Treatment Center, Mineral Area Treatment Center, Women's Eastern Treatment Center, and Western Regional Treatment Center support short-term residential treatment strategies for offenders who are court-ordered through RSMo 559.115 for 120 day substance abuse programs. The Board of Probation and Parole also stipulates short-term treatment for parole violators and post-conviction offenders with substance abuse difficulties and addictions.

Maryville Treatment Center and Ozark Correctional Drug Treatment Program provide long-term therapeutic community treatment for court ordered offenders sentenced according to RSMo 217.362 as well as offenders whose substance abuse treatment is stipulated by the Board of Probation and Parole. Long-term substance treatment in these facilities averages 12 months in length. Women's Eastern Treatment Center, Western Region Treatment Center, and Missouri State Penitentiary also provide long-term therapeutic community substance abuse treatment. Residential Substance Abuse Treatment for State Prisoners grant from the department of Justice assists in the funding of two substance abuse treatment programs, the Ozark Correctional Drug Treatment Program in Fordland Missouri, and the RSAT Six Month Program at Western Regional Treatment Center. Missouri State Penitentiary's program is unique in the department of Corrections in providing substance abuse therapeutic community services for maximum security male inmates who apply for and voluntarily participate in treatment.

The National Institute of Corrections and the United States Department of Justice endorses the therapeutic community modality as the most effective treatment regimen for offender management in correctional settings, and for facili-



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tating the effective implementation of substance abuse treatment services in prisons. The therapeutic community model's efficacy derives from its emphasis on both individual and group responsibility and the development of pro-social values and behaviors among offenders.

In May 2002 the Department of Corrections implemented a new five point Substance Abuse Classification Analysis (SACA). The SACA score is a substance abuse needs score that is utilized to provide guidance for appropriate referral and placement in substance abuse services for offenders. Between July 1, 2002, and March 30, 2003, approximately 72 % of offenders in institutions were administered the SACA received scores indicative of the need for intensive substance abuse treatment.

In FY02 5,244 offenders successfully completed treatment at an Institutional Treatment Center. During that same year 3,016 inmates completed substance abuse education and approximately 1500 offenders completed relapse prevention programs in institutions. Additionally, over ten thousand offenders participated in 12 Step meetings within correctional institutions.

The Division of Offender Rehabilitative Services Substance Abuse Services Unit maintains a strong partnership with the Department of Mental Health Division of Alcohol and Drug Abuse as well as numerous private substance abuse service providers in the state of Missouri. The Division of Alcohol and Drug Abuse has certified all of the long-term treatment programs in institutions and the women's treatment programs. Several short-term male institutional substance abuse treatment programs are also working to meet those state certification standards for substance abuse treatment.

Drug screening via urinalysis is an important part of the department's zero tolerance approach toward drug use by offenders. Every month approximately 13,000 urine samples are collected from offenders in prison and under supervision in the community. The samples are

screened by the department toxicology laboratory and assist corrections professionals in assessing, evaluating and referring offenders to appropriate substance abuse programs within institutions and in the community.

To further combat the illegal use of drugs in prison the department has enhanced efforts to intercept drug transactions and deliveries. The combination of drug intervention, drug screening, and treatment strategies enforces the department's zero tolerance standard for inmate drug use.

Division of Adult Institutions

The Division of Adult Institutions is responsible for supervision and management of the state's 21 adult correctional institutions. The division operates safe, secure and humane institutions for the confinement of individuals committed to serve a prison sentence. By Missouri law, a felon must be 17 years of age or older or certified as an adult by the Circuit Court and have a sentence of not less than one year to be committed to the division.

Incarcerated inmates are accountable for civil conduct and compliance with institutional rules. Inmates are also required to make payments from their individual inmate accounts for court ordered fines or judgments to the Crime Victims Compensation Fund. In addition, each inmate is required to engage in work, school or treatment on a full time basis throughout their period of confinement in order to prepare them to be productive, law-abiding citizens upon their release. Inmates are encouraged to make positive contributions to society and to take responsibility for repairing the harm caused by their past criminal actions by participating in community service, restorative justice activities and impact of crime on victims programs. Over ninety-seven percent of all offenders committed to the division to serve a sentence are released at some point. Preparing inmates to transition successfully from prison to the community is an investment in public safety and reduces future victimization.



MICHAEL MURPHY
Superintendent
Algoa Correctional Center



RON SCHMITZ
Superintendent
Boonville Correctional Center



KELLY LOCK
Superintendent, Central Missouri
Correctional Center



JENNIFER MILLER
Superintendent, Chillicothe
Correctional Center

Citizens Advisory Committee

The department utilizes a Citizens Advisory Committee (CAC) comprised of 12 private citizens appointed by the Governor to evaluate grievances filed by inmates and referred to the Director of the department. The CAC makes recommendations to the Director for the resolution of those grievances as specified in the department Inmate Grievance Procedure. The CAC meets on a monthly basis at different correctional institutions and also makes on-site inspections.

Algoa Correctional Center

The Algoa Correctional Center (ACC) is a minimum custody level institution located in Jefferson City. The institution opened in 1932 and currently maintains a capacity of 1,565 offenders. Offenders assigned to ACC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training.

Boonville Correctional Center

The Boonville Correctional Center (BCC) is a medium custody level institution located at the former Missouri Training School for Boys in Boonville. The campus was originally constructed in 1889 and was obtained by the department of Corrections in 1983. The institution currently maintains a capacity of 1,316 offenders and hosts an Institutional Treatment Center, as well as a Shock Incarceration Program for offenders sentenced for 120 day review by the courts. Offenders assigned to BCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training. Additionally, a two year undergraduate college program provided through the U.S. department of Education Youthful Offender grant is offered to offenders ages 17-25 in cooperation with State Fair Community College.

Central Missouri Correctional Center

The Central Missouri Correctional Center (CMCC) is a medium/minimum custody level institution located in Jefferson City. The institution opened in 1938 and currently maintains a capacity of 1,000 offenders. Offenders assigned to CMCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training.

Chillicothe Correctional Center

The Chillicothe Correctional Center (CCC) is an all custody level institution for females located in Chillicothe. Prior to the Missouri Department of Corrections obtaining this campus in 1981, the institution formerly served as a detention facility for female juveniles. Chillicothe Correctional Center currently maintains a capacity of 525 offenders. Offenders assigned to CCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, job training, and vocational education.

Crossroads Correctional Center

The Crossroads Correctional Center (CRCC) is a maximum custody level institution located in Cameron. The institution opened in 1997 and currently maintains a capacity of 1,500 offenders. Offenders assigned to CRCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training.

Eastern Reception Diagnostic and Correctional Center

The Eastern Reception Diagnostic and Correctional Center (ERDCC) is a high custody level institution located in Bonne Terre. The institution opened in November 2002 with 50 offenders assigned to the Regimented Discipline Program. In February 2003 the 820 bed diagnostic center opened with the remaining portions of the insti-



MIKE KEMNA
Superintendent, Crossroads
Correctional Center, Cameron



JAMES PURKETT
Superintendent, Eastern
Reception Diagnostic and
Correctional Center



AL LUEBBERS
Superintendent
Farmington Correctional Center



STEWART EPPS
Superintendent, Fulton
Reception and Diagnostic Center

tution consisting of 1,768 general population beds and 96 minimum security beds to be opened later in 2003. ERDCC has a total capacity of 2,684 offenders. The diagnostic center is responsible for receiving male offenders from counties located in the eastern region of the state and providing diagnostic testing in reference to medical, mental health, public risk, institutional risk, and education.

Farmington Correctional Center

The Farmington Correctional Center (FCC) is a high custody level institution located in Farmington. FCC is situated on the grounds of the former Farmington State Mental Hospital. The institution opened as a correctional center in 1986 and currently maintains a capacity of 2,632 offenders. FCC hosts an Institutional Treatment Center, Sexual Offender Assessment Unit, Regimented Discipline Program, the Correctional Treatment Center and Social Rehabilitative Unit for offenders with mental health problems, and the Missouri Sexual Offenders Program for males. Offenders assigned to FCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training.

Fulton Reception and Diagnostic Center

The Fulton Reception and Diagnostic Center (FRDC) is a high custody level institution located in Fulton. The institution opened in 1987 with a capacity of 312. The current capacity is listed at 1,901. The diagnostic center is responsible for receiving male offenders from counties located in the central region of the state and providing diagnostic testing in reference to medical, mental health, public risk, institutional risk, and education. FRDC hosts the Biggs Correctional Unit for mentally ill offenders and the Cremer Therapeutic Community 120 day Shock Incarceration Program for male offenders.



JOE LEDBETTER
Superintendent
Maryville Treatment Center



LARRY ROWLEY
Superintendent, Missouri
Eastern Correctional Center

Maryville Treatment Center

The Maryville Treatment Center (MTC) is a minimum custody level institution located in Maryville. The institution opened in 1996 after its conversion from the Mt. Alverno Convent and currently maintains a capacity of 525 offenders. The institution provides an Intensive Substance Abuse Treatment Program based on the therapeutic community model. Offenders assigned to MTC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and life skills training.

Missouri Eastern Correctional Center

The Missouri Eastern Correctional Center (MECC) is a high to medium custody level institution located in Pacific. The institution opened in 1981 and currently maintains a capacity of 1,100 offenders. MECC provides wheelchair accessibility for offenders and provides the Missouri Sexual Offenders Program for offenders unable to transfer to FCC. Offenders assigned to MECC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training.



DAVID DORMIRE
Superintendent, Missouri
State Penitentiary



JAMES A. GAMMON
Superintendent
Moberly Correctional Center



JAMES MOORE
Superintendent
Northeast Correctional Center



VIRGIL LANSDOWN
Superintendent
Ozark Correctional Center

Missouri State Penitentiary

The Missouri State Penitentiary (MSP), is a maximum custody level institution located in Jefferson City. The institution opened in 1836 and currently maintains a capacity of 2,040 offenders. Offenders assigned to MSP are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training. MSP is scheduled for replacement by a new facility near Algoa Correctional Center in 2004.

Moberly Correctional Center

The Moberly Correctional Center (MCC) is a high custody level institution located in Moberly. The institution opened in 1963 and currently maintains a capacity of 1,800 offenders. Offenders assigned to MCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training. MCC hosts the male dialysis center for those with special medical needs.

Northeast Correctional Center

The Northeast Correctional Center (NECC) is a high-medium custody level institution located in Bowling Green. The institution opened in 1998 and currently maintains a capacity of 1,960 offenders. Offenders assigned to NECC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training. NECC also hosts the certified juvenile unit. These certified juveniles are required by statute to be separated from adult offenders.

Ozark Correctional Center

The Ozark Correctional Center (OCC) is a minimum custody level institution located in Fordland. The institution opened in 1963 after its conversion from a former military base and currently maintains a capacity of 695 offenders. The institution provides an Intensive Substance Abuse Treatment Program through a therapeutic community. Offenders assigned to OCC are



MIKE BOWERSOX
Superintendent, South Central
Correctional Center



DON ROPER
Superintendent, Potosi
Correctional Center

enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and life skills training. OCC also oversees a satellite facility referred to as Camp Hawthorn. Camp Hawthorn supervises 45 offenders assigned to work at several parks in the Lake of the Ozarks area.

Potosi Correctional Center

The Potosi Correctional Center (PCC) is a maximum custody level institution located in Mineral Point. The institution opened in 1989 and currently maintains a capacity of 892 offenders. Offenders assigned to PCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training. PCC also houses male offenders sentenced to death. The institution also hosts the Mineral Area Treatment Center for offenders sentenced for 120-day treatment by the courts.

South Central Correctional Center

The South Central Correctional Center (SCCC) is a high custody level institution located in Licking. The institution opened in 2000 and currently maintains a capacity of 1,596 offenders. Offenders assigned to SCCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training.



DONNA McCONDICHIE
Superintendent
Southeast Correctional Center



JILL McGUIRE
Superintendent
Tipton Correctional Center



STEVE MOORE
Superintendent, Western
Missouri Correctional Center



BILL BURGESS
Superintendent, Western
Reception and Diagnostic
Correctional Center

Southeast Correctional Center

The Southeast Correctional Center (SECC) is a high custody level institution located in Charleston. The institution opened in 2002 and currently maintains a capacity of 1,596 offenders. Offenders assigned to SECC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training.

Tipton Correctional Center

The Tipton Correctional Center (TCC) is a minimum custody level institution located in Tipton. Prior to the acquisition by the Department of Corrections in 1960, the facility was an industrial school. The capacity of TCC remained 288 until an 800 bed addition was completed in 1996. The institution currently maintains a capacity of 1,088 offenders. Offenders assigned to TCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training.

Western Missouri Correctional Center

The Western Missouri Correctional Center (WMCC) is a medium custody level institution located in Cameron. The institution opened in 1988 and currently maintains a capacity of 2,619 offenders. Offenders assigned to WMCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training. During the past several years WMCC has operated an institutional recycling program which has significantly reduced landfill costs and saved taxpayers over \$100,000.

Western Reception Diagnostic and Correctional Center

The Western Reception Diagnostic and Correctional Center located in St. Joseph serves two distinctive populations. A 554 bed unit is designat-



PATRICIA CORNELL
Superintendent, Women's
Eastern Reception, Diagnostic
and Correctional Center

ed as high custody to accommodate the regional diagnostic center for offenders. The diagnostic center is responsible for receiving male offenders from counties located in the western region of the state and providing diagnostic testing in reference to medical, mental health, public risk, institutional risk, and education. The general population includes 1,380 minimum security offenders. The institution opened in 1994 and currently has an overall capacity of 1,934 including an Institutional Treatment Center.

Women's Eastern Reception Diagnostic and Correctional Center

The Women's Eastern Reception Diagnostic and Correctional Center (WERDCC) is a multi-custody level institution located in Vandalia. The institution opened in 1998 with a capacity of 1,460. The current capacity is listed at 1,634 and houses general population and diagnostic offenders. WERDCC hosts the certified juvenile unit for females. These certified juveniles are required by statute to be separated from adult offenders. The diagnostic center is responsible for receiving female offenders from counties located throughout the state and providing diag-



DENIS AGNIEL
Chair
Board of Probation and Parole



DARREL ASHLOCK
Member
Board of Probation and Parole



ANSEL CARD
Member
Board of Probation and Parole



WAYNE CRUMP
Member
Board of Probation and Parole

nostic testing in reference to medical, mental health, public risk, institutional risk, and education. Offenders assigned to WERDCC are enrolled in basic pre-release preparation programs notably, academic education, substance abuse prevention, and job training. WERDCC also hosts an Institutional Treatment Center and various vocational training programs.

Division of Probation and Parole

The board is comprised of seven full-time members appointed by the governor, subject to the advice and consent of the Senate. During their six-year terms, members determine the release of individuals from confinement in the Division of Adult Institutions through parole or conditional release. Parole hearings are held at each correctional center monthly. If a release date is set the board determines whether placement in release strategies such as electronic monitoring, residential facilities and community release centers is appropriate. The board stipulates special conditions in order to address specific offender needs and improve the opportunity for success under supervision. They also monitor the supervision of offenders in the community and return those offenders to prison who are a risk to the community.

The chair of the board is designated by the governor and is the chief administrative officer in charge of operations, funds, expenditures, Interstate Compact Services for supervision of parolees and probationers and chief spokesperson for the board. Four assistant division directors are responsible for Parole Services, Field Services, Community Corrections and Administrative Services. They report directly to the chair of the Board of Probation and Parole.

The board also investigates and reports to the governor on all applications for pardons, commutations of sentence, reprieves or restorations of citizenship. The board may include information relating to the applicant along with appropriate recommendations.



FANNIE GAW
Member
Board of Probation and Parole



DR. ROBERT ROBINSON
Member
Board of Probation and Parole



DONNA WHITE
Member
Board of Probation and Parole



JANDRA CARTER
Assistant Division Director
Parole Services

Board of Probation and Parole

Agnié, Denis, (R), chair, Jefferson City;
Ashlock, Darrel, (D), St. Joseph;
Card, Ansel, (R), Jefferson City;
Crump, Wayne, (D), Jefferson City;
Gaw, Fannie, (D), Moberly;
Robinson, Dr. Robert, (D), Jefferson City;
White, Donna, (R), Jefferson City.

Parole Services

The Parole Services Section is responsible for the assessment of incarcerated offenders and the



SCOTT JOHNSTON
Assistant Division Director
Field Services



GLENN BRUCKER
Central Region



DEBBIE COTNER
Southeast Region



TOM HEDDY
Southwest Region

tracking of their progress for the board. The institutional parole officers report their findings to the parole board prior to an offender's parole hearing. The institutional parole staff and parole analysts assist the parole board as they conduct hearings. The officers work with the offenders to develop supervision plans as they prepare for their release from confinement.

Institutional Parole Offices are located at the following correctional centers: Algoa, Boonville, Central Missouri, Chillicothe, Crossroads, Farmington (satellites at Potosi and Mineral Point), Fulton Reception and Diagnostic Center (satellite at Cremer Therapeutic Community Center), Jefferson City, Maryville Treatment Center, Missouri Eastern, Moberly, Northeast, Western Missouri, Ozark, South Central, Southeast, Tipton, and at Diagnostic and Reception Centers in Bonne Terre, St. Joseph, and Vandalia.

The Caseload and Release Manager Units are responsible for processing reports, release orders and correspondence in order to prepare and maintain offender files for the board. The Violator Unit oversees the violation process for those offenders who are not successful under supervision in the community. Offenders who violate their parole supervision may be brought back for treatment, referred to a more structured supervision strategy or returned to prison.

Field Services

The Division of Probation and Parole is divided statewide into regions for the effective management of probationers and parolees. Regions are made up of a network of local district offices and, in some instances, are supported by satellite offices.

The Western Region encompasses eight district offices in Kansas City and offices in Independence and Belton.

The Northwest Region has two district offices in St. Joseph (a satellite office in Maryville), and offices in Chillicothe (satellite in Brookfield),



MARLENE WEATHERFORD
Western Region

Trenton, Liberty, Warrensburg and Sedalia (satellite in Marshall).

The Southwest Region consists of two offices in Springfield (satellite in Aurora) and offices in Joplin, Neosho, Nevada, Branson (satellite in Ozark), West Plains, Lebanon, Eldon and Camdenton.

The Central Region has district offices in Columbia, Jefferson City, Moberly (satellites in Macon and Kirksville), St. Charles, Lincoln, Warrenton, Troy (satellite in Warrenton), Hannibal, Union and Fulton.

The Southeast Region consists of district offices in Rolla, Hillsboro, Cape Girardeau (satellite in Perryville), Farmington, Sikeston, Kennett (satellites in Charleston and New Madrid), Caruthersville, Potosi, Dexter and Poplar Bluff.

The Eastern Region consists of ten district offices in St. Louis City and St. Louis County with a satellite office in St. Louis City.

The Field Services Section supervises probationers in the community assigned to the division by the courts, offenders released under supervision by the parole board and offenders from other states through the Interstate Compact. There were over 63,000 offenders under the supervision of the division in the community at

the end of Fiscal Year 2002, including more than 11,600 parolees and 48,600 probationers.

In order to reduce recidivism, probation and parole officers continuously assess and evaluate the offenders assigned to them, and supervise at a level consistent with their risk to re-offend. The probation and parole officer effectively balances treatment and supervision strategies necessary to manage offender risk with the needs and interests of victims and communities. This supervision process consists of a number of critical activities including:

- Accurate and ongoing assessment of offender risk and need
- Development of effective supervision and treatment plans
- Restorative justice practices
- Use of appropriate sanctions and strategies to minimize risk and maximize the potential for successful outcomes

Reparation Boards have been developed in partnership with the courts to help offenders gain insight into the impact of crime on the community. They recommend specific reparative activities to be completed by offenders to restore or repair the community.

Offenders are ordered to perform community service hours by the court as part of their reparation to the community. During FY02 offenders completed 349,566 hours of community service. Other offenders are required to compensate victims of crime, pay court costs and make restitution to individual victims.

Across the state Citizen Advisory Boards (CAB) provide valuable assistance to their communities. CABs, composed of citizens who live and work in their communities, promote an environment for offenders to gain the skills they need to be productive, and law-abiding citizens. CABs fund special programs such as financial management courses, alcohol awareness programs, prison tours, Adopt-A-Highway clean-up projects, Alcohol Related Traffic Offender Programs and community service projects. Some CABs sponsor scholarships to high school and college students or have established endowments at local universities and colleges. Still other CABs provide transportation and interest-free loans to offenders for treatment, education and employment needs.

Community Corrections

The Community Corrections Section oversees two community release centers and coordinates a number of community-based correctional programs that supervise and manage offenders in the community. These facilities, programs and services assist with the supervision of probationers assigned by the courts and with the reintegra-



PAUL CASPARI
Assistant Division Director
Community Corrections



KIM JONES
Superintendent, Kansas City
Community Release Center



JANET SCHNEIDER
Superintendent, St. Louis
Community Release Center

tion of parolees upon release from prison. The following programs are designed to provide additional treatment, intervention, sanctions and structure for offenders:

- Local sentencing initiatives
- Community release centers
- Electronic monitoring
- Intensive supervision
- Contract residential facilities
- Targeted outpatient substance abuse treatment
- Targeted employment services
- Cognitive skills and case management services
- Community sex offender treatment and registration

The Community Corrections Section provides assistance and guidance to local jurisdictions in the development and operation of local sentencing. The combination of local assessment, treatment, supervision and short-term confinement enhances the department's ability to improve the success of supervision while involving the local community to a much greater degree.

The department's Command Center is a 24 hour a day, seven days a week communication center whose staff tracks offenders in the community on electronic monitoring, and in community

release centers and residential centers. This unit was established to ensure that offenders assigned to community corrections programs maintain their curfews and adhere to other restrictions as required around the clock. Command Center staff conduct investigations for every serious rule violation. They issue arrest warrants should offenders fail to return to their assigned residence at the appointed time. Command Center staff also maintain regular contact with state and local law enforcement to develop leads and to ensure absconders are apprehended and returned to department custody without delay.

Community Release Centers in Kansas City and St. Louis are department facilities under the auspices of the Community Corrections Section. These facilities offer community-based programs and provide the department with transitional centers to manage and assist offenders requiring a supervised transition from confinement to community supervision. The parole board stipulates parolees for assignment to the centers based on their need for substance abuse treatment or a structured setting in which to develop work release programming as part of the release process.

Kansas City Community Release Center

The Kansas City Community Release Center (KCCRC) is a minimum security (C-1) facility located in the downtown area of Kansas City and has a capacity to house 300 offenders.

St. Louis Community Release Center

The St. Louis Community Release Center (SLCRC) is located just north of downtown St. Louis and has been in operation since April 1978. SLCRC has a capacity for 500 offenders.

Offenders assigned to the Community Release Centers are required to accept increased personal responsibility in finding and maintaining employment, obtaining medical care and obtaining educational or vocational opportunities through the Work Release Program. To offset the state's expense for these residential services, all offenders assigned to the community release centers contribute a nominal per diem charge to the Inmate Revolving Fund. The programs are structured to parallel the offenders' responsibilities after release to supervision in their local communities.

The Substance Abuse Treatment Program consists of addiction assessment and referral to local treatment providers to meet the needs of offenders based on their history of addiction and



BARNE PLOCH
Assistant Division Director
Administrative Services

their need to practice relapse prevention strategies. Assessment and treatment sessions are scheduled to coincide with the offenders' off-hours from work.

The centers also serve as a secure location to assess offenders in St. Louis City and Jackson County who are at risk for revocation, especially those avoiding supervision. Temporary placement at the centers allows the board to consider other supervision strategies with a reduced risk to the community.

Administrative Services Section

The Administrative Services Section consists of the Division's Fiscal Management Unit, Personnel Unit, Central Supply Unit and Central Office Support Unit. This section provides planning and coordination with the other divisions of the department and other state agencies.

Fiscal Management is responsible for activities related to budget and planning, procurement, contract and lease management and legislative impact.

The Personnel Unit processes all payroll records, time and attendance records and other divisional personnel matters.

The Central Supply Unit oversees two warehouses in Jefferson City, the management of the division's vehicle fleet and maintains an inventory of sufficient supplies for staff.

The Central Office Support Unit provides switchboard, mailroom and environmental support for the staff at the division's central office in Jefferson City. This unit also facilitates the transfer of files to and from the Missouri State Archives within the Secretary of State's Office.

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