



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, assess each offender's criminal history, evaluate community and institutional conduct and enforces 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 103,729 adult offenders in Missouri. There are currently more than 30,659 adult felons confined in Missouri's 20 correctional facilities and two community release centers. The department also supervises 16,871 parolees and 50,880 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.



LARRY CRAWFORD
Director



DAVID ROST
Deputy Director

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 work 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 staff, cooks, substance abuse counselors, caseworkers, maintenance workers, 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 of offenders, to community corrections programs such as electronic monitoring and residential facilities. Community supervision centers provide additional supervision and treatment for at-risk offenders. 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 with corresponding need and disposition 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. The department takes its responsibilities seriously and is 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 assess, evaluate and intervene 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 who 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, community supervision centers, 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



C. DANIEL GIBSON
General Counsel



BRIAN HAUSWIRTH
Chief Public Information Officer



JEANANNE MARKWAY
Restorative Justice Coordinator

public safety.

Office of the Director

The director of the Missouri Department of Corrections is charged with shaping legislation, formulating policies and procedures, and keeping the public informed in order 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, Inspector General, Legal Services, Restorative Justice, Constituent Service and Public Information.

Restorative Justice

In Missouri, offenders perform restorative justice initiatives that assist victims and victimized communities as part of their sentence to prison. Restorative Justice holds the offender accountable and provides a means for them to repay their debt to the victim and the community. Restorative Justice also provides the offender the opportunity to leave the system with an improved attitude and sense of belonging as well as strengthening the social bonds that serve as the foundation of our communities. For example, over 76,000 pounds of produce were grown and harvested in Missouri correctional facilities during calendar year 2006



STEVE AHLERS
Inspector General



MATT STURM
Legislative Liaison



KAY CROCKETT
Victim Services Coordinator

and were delivered to organizations such as shelters, food banks and senior citizen homes around the state. In addition, approximately 11,000 offenders volunteered over 196,000 hours of reparative activities. Not-for-profit agencies and victims statewide receive reparative products and services. Examples of those agencies include the Salvation Army, children's hospitals, senior citizen homes, foster care programs, schools, KidSmart, Head Start, VA Hospitals, homeless shelters and many more. Examples of reparative activities include quilts, afghans, birdhouses, refurbished bikes, teaching aids for schools and many more.

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 while under supervision. All crime victims have an opportunity to provide information and/or a statement outlining what impact the crime has had on their lives through the court reports prepared by probation and parole staff and how the offender may best repair the harm they have caused their victim or the community, which may include physical and/or psychological harm and financial loss.

Offenders volunteer, or in some cases, are mandated to attend Impact of Crime on Victims Class (ICVC) in correctional facilities and probation and parole offices. In these classes, offenders come face to face with victims of all types of crime who share their stories and explain to offenders how crime has affected their lives and how the pain never goes away. These classes help offenders develop a sensitivity toward victims and help prevent further victimization. Offenders are expected to develop respect for the rights of others and to be held accountable for their behavior. In 2006, over 7,700 offenders participated in ICVC classes in correctional facilities with over 131,800 recorded hours.

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 11,500 employees at 109 locations containing approximately 6,000 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 Criminal Investigation Unit and the Compliance and Accreditation Unit. The Criminal Investigation Unit is the investigative arm of the department and conducts investigations in response to reports of suspected violations of statute, and events which may endanger the safety and security of offenders, staff, facilities, employees or the public. The Compliance and Accreditation Unit in the Office of the Inspector General develops and reviews current department practices to ensure department policy and procedure are being followed. This unit also recommends and coordinates department policy and procedure revision.

Legislative and Constituent Services, Public Information and Victim Services

These three sections of the Office of the Director provide and coordinate information to



VICTORIA MYERS
Director
Division of Human Services



CHRIS EGBERT
Planning Section Manager



LENARD LENGER
Comptroller



JOE EDDY
Director, Budget, Research and
Evaluation

specific audiences concerning the department and its divisions.

Legislative and Constituent Services is comprised of the Legislative Liaison and the Constituent Services Unit. The Legislative Liaison is responsible for planning, organizing, tracking and coordinating state and federal legislative matters relating to the department's programs. The liaison works closely with the department director and other involved administrative staff to establish legislative priorities. The liaison specifically coordinates activities relating to legislative affairs. The liaison also responds to inquiries from legislators and other interested parties about the department's operations and the potential impact new legislation may have on departmental operations. The Constituent Services Office, which falls under the purview of the Legislative Liaison, processes offender-related inquiries from legislative offices, offender families and the public. Through a customer-focused approach, the office provides information about specific offenders and education about the department's policies, procedures and practices. Both offices provide regular feedback to department administrators and others so they may remain informed about issues that generate contact from constituents.

The Department's Public Information Office responds to inquiries from the news media and the general public. The office responds to dozens of media calls and inquiries each week. The office also produces department publications and videos. It also promotes activities and handles updates to the department website. The unit also develops organizational plans to improve internal communication and has implemented a media outreach plan for interviews designed to promote department programs and activities.

The department's Office of Victim Services (OVS) was established to ensure core services and accurate, timely information are provided to Missouri's crime victims. The OVS ensures vic-

tims are notified of changes in an offender's status in accordance with RSMo. 595.209. The OVS enhances accessibility to department operations including parole hearings, victim impact statements for the Parole Board's consideration, and reasonable protection from offenders or others acting on behalf of the offender. The OVS provides services including notification, crisis intervention, support and referrals to approximately 15,000 victims of crime. During fiscal year 2006, the office sent 12,912 notification letters, 344 notification emails, and assisted approximately 5,000 victims by telephone. Upon the request of the victim, OVS staff will provide accompaniment to parole hearings and provide support to the families of homicide victims during an execution

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 workforce, where safety and wellness is practiced as a part of the job, is essential to carrying out the vision, mission, values and professional principles of the department. The Division of Human Services is tasked with recruiting a diverse professional workforce, maintaining that qualified workforce, 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 all financial activities of the department and coordinates these activities with other state agencies. The unit is responsible for management of the department's fiscal resources through the activities of procurement and contracting, property control, accounts payable, internal auditing and revenue accounting. The unit also assists the offender population through the management of the offender canteens and offender banking system. The unit serves as the department liaison with the Office of Administration, the State Auditor's Office, the State Treasurer's Office, and the Department of Revenue. This unit oversees implementation and maintenance of a variety of complex accounting systems while providing fiscal oversight, support and assistance to correctional institutions, 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 department's 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 Federal Grants Unit is responsible for obtaining, monitoring, managing and disbursing all federal funds obtained through grants to the department. This section pays all bills and salaries for federal programs in which the department participates. The Federal Grants section prepares financial and progress reports for all department grants.

The Research and Evaluation Unit is responsible for providing research data and analysis to support the entire Department of Corrections. The unit tracks population growth of all offenders and maintains 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 organizational development assistance in the preparation of the department's strategic plan. The Planning Section oversees the monitoring of implementation plans and performance measures associated with the strategic plan to ensure success. The Planning Section also facilitates departmental teams that work on process improvement, problem solving and customer satisfaction projects. The Planning Section provides support to the Corrections Officer Certification Commission.

Training Academy

The Training Academy develops, coordinates and delivers pre-service, in-service and management/supervisory training to staff in each of the department's divisions. The academy consists of 53 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 probation and parole officers. In addition, more than 1000 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 infectious diseases. It also oversees and implements occupational safety concerns, coordinates the department's Early Return to Work Program and coordinates and promotes employee 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/Well-



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ness/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

The Human Resource Management Section provides technical assistance on all human relations functions. This section is responsible for the timely and accurate processing of payroll, maintenance and updating of personnel records, reviewing and coordinating classification actions, ensuring the department recruits a qualified and diverse workforce and ensuring that all merit guidelines are followed. The Human Resource Management Section also assists employees in their career development as well as manages employee-related disputes. The Human Resource Management Section also engages in labor relations discussions to ensure that the department is in compliance with union agreements.

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. Religious and spiritual services are 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.



GORDON HOWARD
Coordinator
Volunteer Services

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



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Manager
General Services



MARIANN ATWELL, Psy.D.
Acting Director, Division of
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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 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 and prepare for successful reintegration into the community upon release. These services and interventions include: academic and vocational education, medical 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 Development [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.

Library: Provides offenders with library services focusing on their educational, legal and informational needs. Each correctional library is comprised of a general collection—modeled on public libraries. Each library also maintains a collection of legal resources to provide offender "access to courts," per the U.S. Supreme Court's *Bounds v Smith* decision. Legal reference is free to offenders. The primary funding for offender libraries is derived from Canteen funds.

The Missouri Department of Elementary and

Secondary Education certifies all department teachers and administrators.

The Mandatory Academic Education Statute, Section 207.690.10, RSMo establishes that offenders must earn their GED certificate or exhibit a continuous honest, good faith effort toward academic success to be eligible for parole. With this added emphasis on education and academic progress, the goal is that 80 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 8,200 eligible offenders daily and during the past two fiscal years just under 2,900 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.

School based programs include a number of career and technical 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, horticulture and certified nurse assistant 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 skills/life skills (ES/LS) 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 such as computer-aided drafting and similar software 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 26 different industries in 15 correctional institutions throughout the state. At any



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Administrator, Missouri Vocational Enterprises, Division of Offender Rehabilitative Services



JUDY HUDSON
Assistant Division Director, Health Services, Division of Offender Rehabilitative Services

one time MVE employs approximately 1,500 inmates who provide a variety of products and services for sale to state agencies, city and county governments, political subdivisions, state employees 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. More than 50 MVE jobs now qualify as federally certified apprenticeships by the U.S. Department of Labor.

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 and burns hotter and cleaner than coal alone, thus reducing air pollution and saving the state fuel costs.

Medical Services

By law the department is responsible for the health care of offenders in its custody. The Health Services Unit oversees medical care, which has been provided on a contractual 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. Two specialized programs are 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 to chronic mentally ill offenders within a secure setting.

The Social Rehabilitative Unit for females is housed at the Women's Eastern Reception, Diagnostic and Correctional Center.

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 the general prison population.

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 9-12 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 and protective custody offenders is housed at ERDCC in Bonne Terre.

During the calendar year of 2006, MOSOP graduated 242 offenders from the program. Those who failed to successfully complete were required to complete their entire sentence and were not released prior to that date.

The Sex Offenders Assessment Unit (SOAU), a 120-day pre-sentencing residential program, was established in Fiscal Year 1994. It is designed to assess community risks and sex offender treatment needs. Information is then shared with the court for sentencing considerations. During calendar years 2005 and 2006, 151 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.

Since the inception of the sexual predator statute, the Department of Corrections has been responsible for assessing sex offenders, prior to release from the department, who might potentially qualify for civil commitment as sexually violent predators (RSMo 632.480). After careful examination by highly specialized staff, 26 (40%) were referred on for the next level of scrutiny, the "Probable Cause" hearing. If probable cause for commitment was obtained, the offenders were transferred to the Missouri Department of Mental Health for a complete forensic evaluation, and ultimately, a full trial for full commitment to the Department of Mental Health.

Substance Abuse Services

Substance abuse is a well-documented criminogenic factor with direct impact on offender recidivism. Substance abuse disorders are progressive and the need for treatment and recovery management usually recurs throughout an offender's life span. Substance abuse screening and assessments conducted on offenders indicate that at least 82 percent of the offender population has a significant difficulty with substance abuse within the twelve months before their incarceration. In fiscal year 2006, approximately 40 percent of new admissions to prison were those whose most serious offense was alcohol or drug related. Therefore, the Department of Corrections addresses substance abuse services of offenders both within correctional institutions and Missouri communities. Services are provided, according to available state and federal resource allocations, through Department of Corrections provided programs, contracts and partnerships with service providers and partnerships with other state and community agencies,

such as the Department of Mental Health.

An array of substance abuse services is provided to offenders incarcerated in Missouri's prisons who have been sentenced by the courts or stipulated by the Board of Probation and Parole for substance abuse treatment. The U.S. Department of Justice has established a target completion rate of 75 percent for correctional substance abuse treatment programs. In fiscal year 2007, the Department of Corrections designated approximately 2,400 beds for institutional treatment. In the same year, approximately 81 percent of offenders who were discharged from institutional treatment successfully completed their programs, thereby meeting and exceeding national requirements.

Several statutes direct the provision of substance abuse services for incarcerated offenders. RSMo 559.115 enables the sentencing of offenders to 120 days of substance abuse treatment. RSMo 217.362 includes the provision of long-term institutional treatment for offenders with severe chronic substance abuse problems. RSMo 217.364 establishes an Offenders Under Treatment (OUT) Program for first-time offenders. Missouri Post-Conviction Treatment Program is designed for probationers who have failed to complete treatment within the community.

The Department of Corrections anticipates availability of the following services in correctional institutions in fiscal year 2008:

- Fulton Reception and Diagnostic Center in Fulton, Eastern Reception Diagnostic and Correctional Center in Bonne Terre, Women's Eastern Reception Diagnostic and Correctional Center in Vandalia and the Western Reception Diagnostic and Correctional Center in St. Joseph offer substance abuse assessment services.
- Ozark Correctional Center in Fordland, Farmington Treatment Center in Farmington and Women's Eastern Treatment Center in Vandalia offer long-term substance abuse treatment of one year or more.
- Western Regional Treatment Center in St. Joseph and Women's Eastern Treatment Center in Vandalia offer 180 days of treatment in the OUT program.
- Western Regional Treatment Center in St. Joseph and the Maryville Treatment Center in Maryville offer 180 days of treatment for those ordered to receive treatment by the Board of Probation and Parole.
- Western Reception Diagnostic and Correctional Center in St. Joseph offers partial day treatment for parole violators.
- Boonville Treatment in Boonville, Cremer Therapeutic Community Center in Fulton,



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Assistant Division Director
Substance Abuse Services
Division of Offender Rehabilitative Services

Mineral Area Treatment Center in Farmington, Farmington Treatment Center in Farmington, Western Regional Treatment Center in St. Joseph and Women's Eastern Treatment Center in Vandalia offer short-term (120 days) of substance abuse treatment.

- Fulton Reception and Diagnostic Center in Fulton offers a parole relapse program (30 days), and ten beds for the offenders with ambulatory restrictions sentenced pursuant to Section 559.115 RSMo.
- Boonville Correctional Center in Boonville, Tipton Correctional Center in Tipton, Algoa Correctional Center in Jefferson City, Missouri Eastern Correctional Center in Pacific and Moberly Correctional Center in Moberly offer transitional housing unit relapse and substance abuse services.
- Women's Eastern Reception, Diagnostic and Correctional Center in Vandalia, Western Missouri Correctional Center in Cameron, Western Reception, Diagnostic and Correctional Center in St. Joseph and Chillicothe Correctional Center in Chillicothe offer assessment and group treatment services through the Prisoner Reentry Initiative Grant.

Toxicology services are a critical aspect of the drug interdiction approach of the Department of Corrections. On a monthly basis, the department conducts both random and targeted urinalysis at every correctional institution. In fiscal year 2007, an estimated 36,705 tests were given through random testing in institutions and 32,310 target tests were conducted for offenders in institutions. In the same year, 60,000 test samples were screened for probation and parole field offices. Additionally, approximately 12,000 tests were administered to employees. In fiscal year 2007, 99.8 percent of all targeted and ran-



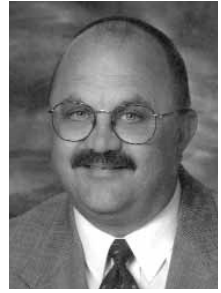
JULIE BOEHM
Reentry Services



TERRY MOORE
Director
Division of Adult Institutions



SCOTT LAWRENCE
Assistant to Director



MIKE KEMNA
Interim Assistant Director
Zone 1

dom drug tests were negative from offenders in institutional substance abuse treatment centers.

Males and females returning to St. Louis and Kansas City are referred to intensive outpatient treatment for follow-up after institutional treatment. The Free and Clean program assists male offenders with treatment and aftercare. Alt-Care provides assistance to women offenders in St. Louis and Kansas City. Both programs offer an array of services geared toward continued recovery and to strengthen success in the community. Offenders returning to other rural and urban areas receive support and services from a variety of providers with contracts with the Department of Mental Health in collaboration with the Department of Corrections.



TOM CLEMENTS
Assistant Director
Zone II



PATRICIA CORNELL
Assistant Director
Zone III

Reentry and Women's Programs

The Reentry and Women's Program Unit is responsible for all reentry activities and women's issues within the Department of Corrections. Missouri is one of two states chosen to adopt the National Institute of Corrections' model-the Transition from Prison to Community Initiative (TPCI). The department also received a grant from the Office of Justice Programs to create a reentry program-the Serious and Violent Offender Reentry Initiative (SVORI) and the Prisoner Reentry Initiative. Due to several reentry programs taking place, all were combined in the Missouri Reentry Process (MRP). This unit focuses on effective and efficient ways to transition offenders from prison to communities with goals such as increased percentages of offenders with high school diplomas or GEDs; decreased rates of unemployment; reduced victimization; treatment for substance abuse and mental health; stable family relationships; and also to encourage pro-social relationships and ties within the community. The Missouri Reentry Process is a collaborative initiative involving other state agencies and community organizations. With these goals, this unit is tasked with ensuring that offenders leave the criminal justice system with the tools

Photo not
available

DEREK HINES
Security Coordinator

to become successful, tax paying, productive citizens of Missouri.

The Department of Corrections is committed to providing gender responsive environments to women in the Division of Adult Institutions and under supervision of the Board of Probation and Parole. The Women's Program section of this unit was established to ensure accountability, reliability and continuous improvement in meeting this commitment. Our goal is to ensure that gender responsive programs are available to women offenders that provide health, mental health,

self-esteem, parenting, education, substance abuse and life skills to enhance their opportunities for a successful transition back to their community.

Division of Adult Institutions

The Division of Adult Institutions is responsible for supervision and management of the state's 20 adult correctional institutions. The division operates safe, secure and humane institutions for the confinement of individuals committed by the courts 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 97 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.

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 preven-



DWAYNE KEMPKER
Superintendent
Algoa Correctional Center

tion 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 to a 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 but was temporarily closed in June 2005 due to budget cuts in state fiscal year 2006. The facility is currently in caretaker status and future plans will depend on the growth of the incarcerated population. The institution has a capacity of 1,000 offenders.

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



JENNIFER MILLER
Superintendent
Chillicothe Correctional Center



PAT SMITH
Acting Superintendent, Eastern
Reception Diagnostic and
Correctional Center



AL LUEBBERS
Superintendent
Farmington Correctional Center



STEWART EPPS
Superintendent, Fulton Reception
and Diagnostic Center

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 1,450 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 February 2003 when the 820 bed diagnostic center opened; the remaining portions of the institution include 1,768 general population beds and 96 minimum security beds. 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, Social Rehabilitative Unit for offenders with mental health problems, and the Missouri Sexual Offender 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 as 1,482. 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 also hosts the Biggs Correctional Unit for mentally ill offenders and the Cremer Therapeutic Community 120 day Shock Incarceration Program for male offenders.

Jefferson City Correctional Center

The Jefferson City Correctional Center (JCCC) is a maximum custody level institution located in Jefferson City. The institution opened in September 2004 as a replacement for the 168-year old Missouri State Penitentiary and currently maintains a capacity of 1,973 offenders. Offenders assigned to JCCC are enrolled in basic pre-release prevention programs, notably academic education, substance abuse prevention and job training.

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 561 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.



DAVE DORMIRE
Superintendent, Jefferson City
Correctional Center



JOE LEDBETTER
Superintendent
Maryville Treatment Center



LARRY ROWLEY
Superintendent, Missouri
Eastern Correctional Center



JAMES A. GAMMON
Superintendent
Moberly Correctional Center

Missouri Eastern Correctional Center

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

Moberly Correctional Center

The Moberly Correctional Center (MCC) is a medium 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 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 1,935 offenders. Offenders assigned to NECC are enrolled in basic pre-release 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 enrolled in basic pre-release preparation pro-



JAMES MOORE
Superintendent
Northeast Correctional Center



VIRGIL LANSDOWN
Superintendent
Ozark Correctional Center

grams, notably academic education, substance abuse prevention and life skills training.

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 862 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.

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 1,642 offenders. Offenders assigned to SCCC are enrolled in basic pre-release preparation programs, notably academic education, substance abuse prevention and job training.

Southeast Correctional Center

The Southeast Correctional Center (SECC) is



DON ROPER
Superintendent
Potosi Correctional Center



MIKE BOWERSOX
Superintendent, South Central
Correctional Center



TROY STEELE
Superintendent
Southeast Correctional Center



JILL MCGUIRE
Superintendent
Tipton Correctional Center

a high custody level institution located in Charleston. The institution opened in 2001 and currently maintains a capacity of 1,642 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 1,192 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 1,925 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 (WRDCC) located in St. Joseph serves two distinctive populations. A 554-bed unit is designated as high custody to accommodate the regional diagnostic center for offenders.



LARRY DENNEY
Superintendent, Western
Missouri Correctional Center



BILL BURGESS
Superintendent, Western
Reception Diagnostic and
Correctional Center

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 offenders and includes 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 offenders. The current capacity is listed at 1,975 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 diagnostic testing in reference to medical, mental health, public risk, institutional risk and edu-



CYNDI PRIDDEN
Superintendent, Women's Eastern Reception Diagnostic and Correctional Center



STEVE LONG
Chair
Board of Probation and Parole



WAYNE CRUMP
Member
Board of Probation and Parole



REID K. FORRESTER
Member
Board of Probation and Parole



ANSEL CARD
Member
Board of Probation and Parole



PENNY V. HUBBARD
Member
Board of Probation and Parole



DR. ROBERT ROBINSON
Member
Board of Probation and Parole

cation. 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.

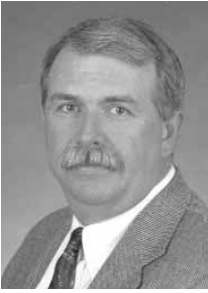
Board of Probation and Parole

The Missouri Board of Probation and Parole 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 that are a risk to the

community. 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.

The chair of the Board of Probation and Parole is designated by the governor and is the chief administrative officer in charge of operations, expenditures, Interstate Compact Services for supervision of parolees and probationers and chief spokesperson for the board. The members of the board are:

Long, Steve, (R), chair, St. Thomas;
Card, Ansel, (R), Jefferson City;
Crump, Wayne, (D), Jefferson City;
Forrester, Reid K. (R), Poplar Bluff;
Hubbard, Penny V., (D), St. Louis;
Robinson, Dr. Robert, (D), Jefferson City;
Vacancy (1).



SCOTT JOHNSTON
Assistant Division Director-Field
Services



NANCY MCCARTHY
Region I



JACKIE DUNN
Region II



DARDI SMITH
Region III



GLENN BRUCKER
Region IV



DEBBIE COTNER
Region V

Division of Probation and Parole

The Division of Probation and Parole supports the operations of the Board of Probation and Parole and is responsible for field and institutional services for probationers, parolees and conditional releases, as well as community corrections programming, two community release centers and seven community supervision centers currently being developed. The Division of Probation and Parole assesses and supervises criminal offenders assigned to the division by the Circuit Courts of Missouri, the Parole Board or under the terms of the Interstate Compact.

The division is divided statewide into six regions for the effective management of the offenders assigned to it. Regions are made up of a network of local district offices, institutional parole offices and residential facilities, and in some instances are supported by satellite offices. The Chief State Supervisor reports directly to the chair of the Parole Board and oversees the daily operations of the division. An assistant division director is responsible for managing the division's support staff, including the Community Corrections Unit and the Command Center. The assistant division director reports directly to the chief state supervisor.

Region I consists of ten district field offices in St. Louis City, St. Louis County, and the St. Louis Community Release Center.

Region II encompasses eight district field offices in Kansas City, Independence, Belton and the Kansas City Community Release Center.

Region III consists of two field District offices in Springfield (satellite in Aurora) and other district offices in Joplin, Neosho, Nevada, Branson (satellite in Nixa), West Plains and Lebanon. Additionally, the institutional parole offices in Jefferson City (2), Fordland and Licking are in Region III.

Region IV has district offices in Columbia, Jefferson City, Moberly (satellites in Macon and Kirksville), St. Charles, Troy (satellite in Warren-ton), Hannibal, Union and Fulton. Region IV also oversees the institutional parole operations in Fulton, Vandalia, Tipton and Bowling Green.

Region V consists of district field offices in Rolla (satellite in Steelville), Hillsboro, Cape Girardeau (satellite in Perryville), Farmington, Sikeston, Kennett (satellite in New Madrid), Caruthersville, Potosi, Dexter, Poplar Bluff and Charleston. Additionally, the institutional parole offices in Bonne Terre, Farmington, Charleston and Pacific are in Region V.

Region VI has district field offices in St. Joseph, Maryville, Cameron, Trenton (satellite in Brookfield), Liberty, Warrensburg (satellite in Clinton), Camdenton, Eldon, Sedalia, and Lexington (satellite in Marshall). Additionally, the institutional parole

offices in Chillicothe, Maryville, Cameron (2), Boonville, Moberly and St. Joseph are in Region VI.

Institutional Services

The institutional probation and parole officers are responsible for the assessment of incarcerated offenders and the tracking of their progress for the Parole Board or the court. The institutional parole officers report their findings to the Parole Board, prior to an offender's parole hearing and to the court, when the offender is being considered for release to probation supervision. The institutional parole staff and parole analyst 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, Chillicothe, Crossroads, Farmington (satellite at Potosi), Jefferson City, Maryville, Missouri Eastern, Moberly, Northeast, Western, Ozark, South Central, Southeast, Tipton and at Diagnostic and Reception Centers in Bonne Terre, St. Joseph, Vandalia and Fulton (satellite at Cremer Therapeutic Community Center).

Field Services

Field services encompass the supervision of 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 68,000 offenders under the supervision of the division in the community at the end of fiscal year 2006 including more than 16,200 parole cases and 49,360 probationers assigned by Missouri judges.

In order to reduce recidivism, field probation and parole officers continuously assess and evaluate offenders assigned to them, and supervise the offenders at a level consistent with their risk to reoffend. 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 com-

munity. 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. Other offenders are required to compensate victims of crime, pay court costs and make restitution to individual victims.

Across the state, Citizen Advisory Boards (CABs) provide valuable assistance to their communities. CABs, comprised 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.

Missouri Reentry Process

The Division of Probation and Parole has been engaged in the Missouri Reentry Process (MRP), along with the other divisions of the department, other state, federal and local agencies, as well as numerous community partners, including faith based groups. The mission of the reentry process is to integrate successful offender reentry principles and practices in state agencies and communities resulting in partnerships that enhance offender self-sufficiency, reduce re-incarceration, and improve public safety. Probation and parole staff have lead the way for the development of regional and local MRP steering teams across the state. There are currently 30 MRP steering teams covering 86 of Missouri's 114 counties.

Community Supervision Strategies

Probation and parole staff coordinate and manage a continuum of community based programs and employ a variety of supervision services to improve public safety and offender success. These facilities, programs and services assist with the supervision of probationers assigned by the courts and with the reintegration of parolees upon release from prison. The following programs are designed to provide additional treatment, intervention, sanctions and structure for offenders:

- Electronic monitoring;
- Intensive supervision;
- Contract residential facilities;
- Targeted outpatient substance abuse treatment;

- Targeted employment services;
- Cognitive skills development classes;
- Community sex offender treatment and registration;
- Day report centers;
- Community supervision centers;
- Community release centers.

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.

Community Release and Supervision Centers

Community Release Centers in Kansas City and St. Louis are department facilities under the auspices of the Board of Probation and Parole. 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 a structured residential 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) opened in May 1978 and is a minimum security facility located in the downtown area of Kansas City. It has a capacity to house 350 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 550 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. The programs are structured to parallel the offenders' responsibilities after release to supervision in their local communities. 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.



KIM JONES
Superintendent, Kansas City
Community Release Center



JANET SCHNEIDER
Superintendent, St. Louis
Community Release Center

Community Supervision Centers

In addition to the existing Community Release Centers in St. Louis and Kansas City, the division has opened two community supervision centers and is constructing five others to serve the other areas of the state that contribute significant numbers of annual prison admissions and probation and parole revocations. Each center will include an administrative area to accommodate the existing probation and parole district office located in that area, as well as sufficient program/classroom areas and dormitory housing space for 30 offenders in need of structured residential supervision. Each center will provide short-term residential services for offenders, who otherwise would have to be housed within the department's correctional centers or local jails. To demonstrate the effectiveness of this local alternative to incarceration, the department is using available federal funds to offset 90 percent of the construction costs. Centers in St. Joseph and Farmington opened in 2006. Additional centers are expected to open in 2007 in Hannibal, Kennett, and Poplar Bluff and, in 2008, in Fulton and Kansas City.

Command Center

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.