



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 enforce court orders and department rules. This mixture of ongoing 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 103,485 adult offenders in Missouri. On December 31, 2012, there were 31,247 offenders confined in Missouri's 20 correctional facilities, and the department was supervising 18,339 parolees and 53,899 probationers across the state. In addition to the correctional facilities, the department operates two community release centers and seven community supervision centers.

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.



GEORGE A. LOMBARDI
 Director



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 Deputy Director



JOE EDDY
 Director, Budget, Research and
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DENA SIKOUTRIS
 Reentry Services

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.

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 three custody levels: minimum, medium and maximum. 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. Sentencing assessment reports 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 specialized programming, 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 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, Budget and Research, Reentry and Women Offender Programs, Emergency Preparedness/Workplace Violence, Legislative/Constituent Services and Public Information.

Budget, Research and Evaluation

The Budget Unit is responsible for developing, preparing and presenting the department's annual budget request. Budget staff coordinates 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 Unit 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. The unit also provides research and survey data to agencies within and outside state government and reviews outside research requests.

Reentry, Restorative Justice and Women Offender Programs

Missouri was chosen as one of the first two states to implement a model created by the National Institute of Corrections called the Transition from Prison to Community Initiative (TPCI). This initiative was the impetus for the development of the Missouri Reentry Process (MRP), which is a system of resources, programs and partnerships designed to decrease offender risk and enhance offender and self-sufficiency to improve public safety. The Reentry Unit manages a number of

programs and initiatives related to the MRP and provides offender reentry assistance and direction to divisions within the Department of Corrections, partnering agencies and the community. The purpose of this assistance is to empower professionals and community members to better assist the offender population with their reintegration to the community. The Women Offender Program was established to ensure accountability, reliability and continuous improvement in meeting the department's commitment to provide gender-specific resources and interventions to women incarcerated or under probation or parole supervision. The Department of Corrections understands the value of partnership and works closely with the state level MRP Steering Team, the 40 local MRP Steering Teams and various other state and community agencies, organizations and faith-based groups.

The Reentry Unit also provides oversight and support to the Department of Corrections' restorative justice efforts. Through restorative justice initiatives, offenders 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. These initiatives also provide the offender an opportunity to leave the system with an improved attitude and sense of belonging, as well as strengthened social bonds that serve as the foundation of our communities. Through the efforts of offender volunteers, not-for-profit agencies and victims statewide received reparative products and services. Examples include donation of quilts, fruits and vegetables harvested from inmate gardens, wooden toys, refurbished bicycles, etc. to organizations such as the Salvation Army, children's hospitals, senior citizen homes, schools, KidSmart, Newborns in Need, Head Start, Boys and Girls Club, Veterans Administration hospitals, homeless shelters and many more. In addition, many offenders attend Impact of Crime on Victims classes (ICVC), which help offenders develop a sensitivity and respect toward victims that helps prevent further victimization.

Inspector General

The Office of Inspector General is charged with objectively examining department operations through the Investigations Unit and the Intelligence Unit. The Investigations Unit is the investigative arm of the department and conducts investigations in response to reports of suspected violations of policy and procedure, statute and events that might endanger the safety and security of offenders, staff, facilities, employees or the public. The Intelligence Unit is responsible for developing and filtering intelligence information. The Office of Inspector General is also charged



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Inspector General



MICHELLE KASAK
Victims Services Coordinator

with oversight of the Prison Rape Elimination Act (PREA) standards for the department to ensure compliance and training needs are met.

Emergency Preparedness/Workplace Violence

This section is responsible for writing, reviewing and revising departmental policies and procedures related to emergency preparedness, disaster planning and response. This includes the oversight of department emergency preparedness with mitigation planning, monitoring training programs and evaluating emergency exercises at worksites to prepare all staff to respond to emergencies efficiently and effectively.

This section also serves as the liaison to the State Emergency Management Agency (SEMA), which includes response to SEMA when an emergency dictates an activation. Participation in SEMA sponsored committees and training sessions representing the Department of Corrections and participation in statewide emergency exercises is expected as well.

Coordinating the Department Workplace Violence Program, including development and review of department procedures for program management and Peer Action Care Teams (PACT) is also handled by this section. Additional responsibilities include: developing, revising and coordinating training for PACT members (peer responders); mobilizing PACT when appropriate; receiving and responding to calls regarding workplace violence and critical incidents; assisting with Employee Assistance Program (EAP) referrals; and critical incident stress debriefing at worksites.

Legislative/Constituent Services, Public Information and Victim Services

These three sections of the Office of the Director provide and coordinate information to specific audiences concerning the department and its divisions.

The Legislative/Constituent Services Office 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. This office also responds to inquiries from legislators and other interested parties about the department's operations and the potential impact of proposed legislation.

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 promotes activities and handles updates to the department website. The unit 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 and timely information are provided to Missouri's crime victims. The OVS provides notification of changes in an offender's status to victims of crime in accordance with 595.209, RSMo. 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 16,000 victims of crime. Upon the request of the victim OVS staff will provide accompaniment to parole hearings and provide support to 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, Planning, Fiscal Management, Offender Financial Services 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. Strategic planning and fiscal management are essential to support the operation of the department. Additionally, the division has oversight of the institutional food operations, major new



IAN DUNLAP
Legislative / Constituent Services



MATT BRIESACHER
General Counsel



CARI COLLINS
Director
Division of Human Services



LENARD LENGER
Comptroller

construction and maintenance projects, the management of the vehicle fleet and Central Region's business office and warehouse functions.

Fiscal Management Unit

The Fiscal Management Unit oversees the implementation and maintenance of a variety of complex accounting systems that provide essential fiscal oversight, support and assistance to correctional institutions, probation and parole district offices and Missouri Vocational Enterprises. The unit's primary responsibility is to ensure the accountability and transparency of the state resources entrusted to the department. This is accomplished through the efforts of skilled and experienced staff in the areas of Purchasing, Accounting and Internal Auditing. The unit also 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.

Offender Financial Services

Offender Financial Services provides fiscal oversight, support and assistance to the offender population by managing the offender canteen and offender banking system. The offender bank-

ing system is used to maintain offenders’ personal funds, savings accounts, savings bonds, and liabilities owed to other entities. The system is also used to process offender payroll and accounts receivable. Each institution operates an offender canteen offering approved products for sale to offenders with revenues used for the benefit of offenders in the areas of recreation, religion or educational services.

Planning Section

The Planning Section provides organizational development assistance in the preparation of the department’s strategic plan and oversees the monitoring of strategies 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.

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 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 1,000 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 and 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 promotes employee wellness activities. The department’s Employee Drug Testing Program is coordinated through this unit.

Human Resources Section

The Human Resources Section provides technical assistance on all human resource functions. This section is responsible for the timely and ac-



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Offender Finance Officer



COLLEEN DOWD
Planning Section Manager



JIM WISEMAN
Chief of Staff Training



JULIE IVES
Employee Health and Safety



BRIDGET WHITE
Human Resources Director

curate processing of payroll, maintenance and updating of official personnel records for all departmental staff, testing and hiring of corrections officers, reviewing and coordinating classification actions, ensuring the department recruits a qualified and diverse workforce and ensuring that all merit guidelines are followed. The Human Resources Section assists employees in their career development and employee conflict resolution.

Religious/Spiritual Programming

Religious programming opportunities and pastoral care services are provided for inmates in correctional centers. Department chaplains as-

signed to every institution work with volunteers from various faith groups to ensure that constitutional rights of inmates to practice the religion of their choice are facilitated within the limitations of a secure setting. Religious and spiritual services are used as a restorative and transforming tool for inmate change, growth and social reintegration. Chaplains partner with the outside faith community to provide effective service delivery for the offenders, both in the institution and relative to community reentry. Raising public awareness of offender spiritual needs and volunteer recruitment are essential tasks in which chaplains regularly engage.

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.

Volunteers/Interns

Volunteers serve throughout the department and are recognized as non-salaried staff. They receive an orientation to the department, training and supervision by department staff. Volunteers provide a variety of services and programs in areas such as substance abuse, recovery support, literacy, tutoring, parenting, anger management, employability skills and religion. Volunteers provide incarcerated offenders the opportunity to participate in community organizations including: NAACP, Vietnam Veterans, Kiwanis, Toastmasters, American Legion and other such organizations.

This section also coordinates student internships from various educational institutions and colleges around the state. The Volunteer Section coordinates the involvement of representatives from other state agencies, community organizations and individuals in providing reentry services and programs to incarcerated offenders.

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 business office and warehouse functions.



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JAY EDWARDS
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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 services, Missouri Sexual Offender Program, Missouri Vocational Enterprises, toxicology 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

In order to prepare inmates for successful reintegration into society and to reduce recidi-



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vism, offenders without a high school diploma or equivalent are required by statute to participate in Adult Basic Education classes. The educational program provides offenders an opportunity to obtain a high school equivalency certificate and make measurable progress in academic education. The Department of Corrections offers:

- **Assessment:** Intake centers screen and diagnose offenders prior to school assignments.
- **Adult Education:** Classes assist the offender in working toward a high school equivalency certification.
- **Literacy:** Courses provide specific instruction for those with limited English proficiency and reading skills.
- **Title I:** Supplemental instructional services are offered for educationally disadvantaged students under age 21.
- **Special Education:** Education for offenders with learning disabilities through the age of 21.
- **Library:** Library services are provided and focus on leisure, legal and informational needs. Each library is composed of a general collection and maintains a collection of legal resources and online law library services to provide offender "access to courts," per the U.S. Supreme Court's *Bounds v Smith* decision.

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

The Mandatory Academic Education Statute, Section 217.690.10 RSMo establishes that offenders must earn their high school equivalency certificate or exhibit a continuous honest, good-faith effort toward academic success to be eligible for parole.

Academic education can serve over 14,000 eligible offenders daily and during the past two



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fiscal years approximately 3,200 inmates have earned high school equivalency certificates. More than 80 percent of the inmates who take the equivalency test pass. This rate exceeds both the state and national average.

Career & Technical Education

Current programs include vocational training programs throughout the prison system. These programs include web design, computer repair, automotive repair, business technology, electrical wiring, residential carpentry and plumbing, diesel mechanics and industrial technology, culinary arts, cosmetology, horticulture and certified nurse assistant. Additionally, programs include training for offenders in computer refurbishing and repair and technical literacy. This program is delivered in partnership with local community colleges.

Missouri Vocational Enterprises

Missouri Vocational Enterprises (MVE) is responsible for 23 different industries in 13 correctional institutions throughout the state. At any one

time, MVE employs approximately 1,350 offenders 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 offenders. 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.

Work-based programs are delivered via apprenticeships and on-the-job training delivered by 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.

Medical Services

Health care for offenders is required by Missouri law 217.230, RSMo. It was also determined that the 8th and 14th amendments of the U.S. Constitution further established this right. The Missouri Department of Corrections is responsible for the health care of offenders in its custody. The Medical Services Unit oversees medical care, which has been provided on a contractual basis since December 1, 1992. This health care system stresses education, disease prevention, immediate identification of health problems and early intervention to prevent more debilitating, chronic health problems. Medical units are located in 21 correctional centers. Depending upon institutional size, the level of care provided to offenders ranges from daily, routine medical and dental sick-call services to 24-hour care infirmaries. Many sites have X-ray equipment, laboratory services, physical therapy and minor surgical procedures. Chronic care clinics ensure those with chronic conditions are regularly assessed and provided continuous medical care by licensed nurses and physicians.

All facilities utilize community hospitals and clinics for emergency care, consultation and inpatient treatment. Consultation agreements are also in place with community specialists. The Division of Offender Rehabilitative Services' contract-monitoring staff ensures that offenders receive medical care that is equivalent to the community standard, and that all mandates of the contract are fulfilled. The goal is to return offenders to the community as medically stable as possible, so they may become productive citizens of the state.

Mental Health

When offenders are sentenced to prison, their mental health needs are assessed at the recep-

tion and diagnostic centers. All offenders receive a mental health screening and psychological testing. While in our system, mentally ill offenders receive individualized treatment to stabilize their mental illness and help with institutional adjustment.

The department works closely with the Department of Mental Health. Offenders who experience an acute exacerbation of psychiatric illness can be stabilized at the Biggs Correctional Treatment Center at Fulton State Hospital. A specialized treatment program, the Correctional Treatment Center, offers programming for seriously mentally ill offenders at Farmington Correctional Center. Both departments also work together coordinating treatment for mentally ill offenders being released from incarceration.

The department also has other specialized mental health treatment programs at Farmington Correctional Center (Social Rehabilitation Unit); Jefferson City Correctional Center (Secure Social Rehabilitation Unit); and Women's Eastern Reception, Diagnostic and Correctional Center (Women's Social Rehabilitation Unit).

The department also has the Special Needs Unit for developmentally disabled offenders. This is located at the Potosi Correctional Center.

Mental health services are available at all institutions. Services are provided by teams of psychiatrists, psychologists, advanced nurse practitioners, social workers, professional counselors, psychiatric nurses and activity therapists.

Missouri Sexual Offender Program (MoSOP)

Missouri law (589.040, RSMo) mandates the director of the Department of Corrections to develop a program of treatment, education and rehabilitation for sexual assault offenders. By statute, the successful completion of MoSOP is mandatory for a release prior to an offender's sentence completion time. The MoSOP program generally takes 10–14 months to complete and is provided at the Farmington Correctional Center for males and at the Women's Eastern Reception, Diagnostic and Correctional Center in Vandalia for females. Programming for handicapped offenders and those in protective custody, is offered at the Eastern Reception Diagnostic and Correctional Center in Bonne Terre. During the fiscal year of 2012, 309 offenders completed the MoSOP program.

The Sex Offender Assessment Unit (SOAU), a 120-day, pre-sentencing residential program was established in fiscal year 1994. This program assesses risk to the community and sex offender treatment needs. Information is shared with the court for sentencing considerations. For fiscal



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Deputy Director
Zone I



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Deputy Director
Zone II



ALAN EARLS
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Zone III

year 2012, 106 offenders were assessed for the courts.

The Department of Corrections is responsible for assessing sex offenders, prior to their release from incarceration to determine whether any qualify for civil commitment as sexually violent predators (632.480, RSMo). After careful examination by highly specialized staff, 24 out of 528 offenders reviewed (4.5 percent) from fiscal year 2012 were referred for possible civil commitment to the Department of Mental Health.

Institutional Substance Abuse Treatment and Toxicology 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. In fiscal year 2013 approximately 46.6 percent of new admissions to prison were alcohol- or drug-related offenders.

An array of substance abuse services are 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. In fiscal year 2013, 3,010 beds were designated for institutional treatment. Approximately 89 percent of offenders who were discharged from institutional treatment successfully completed their programs.

The Department of Corrections provided the following services in correctional institutions in fiscal year 2013:

- Substance Abuse Assessment services.
- Long-Term Institutional Treatment programs of one year or longer.
- Offenders Under Treatment (OUT) programs for 180-day treatment.
- Partial-Day Treatment programs for parole violators.



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Assistant to the Division of
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DAVID TAYLOR
Security Coordinator

- Short-Term Treatment programs for offenders ordered by the court or board to serve 84 to 120 days of treatment.
- Parole Relapse program for 30 days of Relapse Prevention services (program closed mid-year).
- Treatment programs for offenders with special needs who are mandated substance abuse treatment and face health, cognitive or mobility problems that prevent them from attending other facilities.
- Toxicology Services for the department are a critical aspect of the drug interdiction approach of Department of Corrections. The department conducts both random and targeted urinalysis at every correctional institution for offenders and employees.

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 a 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 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) composed 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 regular basis at different correctional institutions and also makes on-site inspections.

Algoa Correctional Center

The Algoa Correctional Center (ACC) is a minimum-security institution located in Jefferson City. The institution maintains a capacity of 1,537 male offenders.

Boonville Correctional Center

The Boonville Correctional Center (BCC) is a minimum-security institution located in Boonville. The institution maintains a capacity of 1,346 male offenders.

Central Missouri Correctional Center

The Central Missouri Correctional Center (CMCC) is an institution located in Jefferson City. The institution 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 incar-



SCOTT LAWRENCE
Warden
Algoa Correctional Center



JEFF NORMAN
Warden
Boonville Correctional Center



STEVE LARKINS
Warden
Chillicothe Correctional Center



LARRY DENNEY
Warden
Crossroads Correctional Center

cerated population. The institution has a capacity of 1,000 male offenders.

Chillicothe Correctional Center

The Chillicothe Correctional Center (CCC) is an all-custody level institution located in Chillicothe. The institution has a capacity of 1,636 female offenders.

Crossroads Correctional Center

The Crossroads Correctional Center (CRCC) is a maximum-medium institution located in Cameron. The institution maintains a capacity of 1,470 male offenders.

Eastern Reception, Diagnostic and Correctional Center

The Eastern Reception Diagnostic and Correctional Center (ERDCC) is a maximum-medium security institution located in Bonne Terre. The institution has a total capacity of 2,721 male offenders.



TERRY RUSSELL
Warden, Eastern Reception
Diagnostic and Correctional Center



TOM VILLMER
Warden, Farmington
Correctional Center



BILL HARRIS
Warden, Fulton Reception and
Diagnostic Center



JAY CASSADY
Warden, Jefferson City
Correctional Center



SONNY COLLINS
Warden, Maryville
Treatment Center



JENNIFER SACHSE
Warden, Missouri Eastern
Correctional Center



DEAN MINOR
Warden, Moberly
Correctional Center



JAMES HURLEY
Warden, Northeast
Correctional Center

Farmington Correctional Center

The Farmington Correctional Center (FCC) is a medium-minimum security institution located in Farmington. The institution maintains a capacity of 2,655 male offenders.

Fulton Reception and Diagnostic Center

The Fulton Reception and Diagnostic Center (FRDC) is a diagnostic and medium-security institution located in Fulton. The institution maintains a capacity of 1,302 male offenders.

Jefferson City Correctional Center

The Jefferson City Correctional Center (JCCC) is a maximum-medium institution located in Jefferson City. The institution maintains a capacity of 1,971 male offenders.

Maryville Treatment Center

The Maryville Treatment Center (MTC) is a treatment facility located in Maryville. The institution maintains a capacity of 561 male offenders.

Missouri Eastern Correctional Center

The Missouri Eastern Correctional Center (MECC) is a medium-minimum security institution located in Pacific. The institution maintains a capacity of 1,100 male offenders.

Moberly Correctional Center

The Moberly Correctional Center (MCC) is a medium-minimum security institution located in Moberly. The institution maintains a capacity of 1,800 male offenders.

Northeast Correctional Center

The Northeast Correctional Center (NECC) is a medium-minimum security institution located in Bowling Green. The institution maintains a capacity of 2,106 male offenders.

Ozark Correctional Center

The Ozark Correctional Center (OCC) is a treatment facility located in Fordland. The institution maintains a capacity of 738 male offenders.



ED DAVIS
Warden, Ozark
Correctional Center



TROY STEELE
Warden
Potosi Correctional Center



MICHAEL BOWERSOX
Warden, South Central
Correctional Center



IAN WALLACE
Warden
Southeast Correctional Center



DOUG PRUDDEN
Warden
Tipton Correctional Center



RONDA PASH
Warden, Western Missouri
Correctional Center



RYAN CREWS
Warden, Western Reception
Diagnostic and Correctional
Center



ANGELA MESMER
Warden, Women's Eastern
Reception Diagnostic and
Correctional Center

Potosi Correctional Center

The Potosi Correctional Center (PCC) is a maximum-medium security institution located in Mineral Point. The institution maintains a capacity of 903 male offenders.

South Central Correctional Center

The South Central Correctional Center (SCCC) is a maximum-medium security institution located in Licking. The institution maintains a capacity of 1,658 male offenders.

Southeast Correctional Center

The Southeast Correctional Center (SECC) is a maximum-medium security institution located in Charleston. The institution maintains a capacity of 1,656 male offenders.

Tipton Correctional Center

The Tipton Correctional Center (TCC) is a minimum security institution located in Tipton. The institution maintains a capacity of 1,222 male offenders.

Western Missouri Correctional Center

The Western Missouri Correctional Center (WMCC) is a medium-minimum security institution located in Cameron. The institution currently maintains a capacity of 1,958 male offenders.

Western Reception, Diagnostic and Correctional Center

The Western Reception, Diagnostic and Correctional Center (WRDCC) is a diagnostic and minimum-security institution located in St. Joseph. The institution maintains a capacity of 1,980 male offenders.

Women's Eastern Reception, Diagnostic and Correctional Center

The Women's Eastern Reception, Diagnostic and Correctional Center (WERDCC) is an all custody level institution located in Vandalia. The institution maintains a capacity of 1,560 female offenders.



ELLIS McSWAIN JR.
Chair, Board of Probation and Parole



BRIAN JAMISON
Member, Board of Probation and Parole



KENNETH JONES
Member, Board of Probation and Parole



CHUCK PRYOR
Member, Board of Probation and Parole



MARTIN RUCKER
Member, Board of Probation and Parole



DON RUZICKA
Member, Board of Probation and Parole



JIM WELLS
Member, Board of Probation and Parole



KELLY DILLS
Parole Operations

Board of Probation and Parole

The Missouri Board of Probation and Parole is composed 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 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 pose 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:

McSwain, Ellis Jr., (D), chair, Jefferson City;
Jamison, Brian, (R), Columbia;
Jones, Kenneth C., (R), Clarksburg;
Pryor, Chuck, (R), Versailles;
Rucker, Martin, (D), St. Joseph;
Ruzicka, Don, (R), Mt. Vernon
Wells, Jim, (D), Bowling Green;

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. 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.



TOM HODGES
Chief State Supervisor



JULIE KEMPKER
Assistant Division Director



NANCY MCCARTHY
Regional Administrator
Eastern Region



JACKIE DUNN
Regional Administrator
Western Region



DARDI SMITH
Regional Administrator
Southwest Region



SHARON DERRINGTON
Regional Administrator
Southeast Region



BRENT MORRIS
Regional Administrator
North Central Region



MIKE WEBBER
Regional Administrator
Institutional Region

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 Command Center. The assistant division director reports directly to the chief state supervisor.

Eastern Region consists of 11 district field offices in St. Louis City, St. Louis County, St. Charles County and the St. Louis Community Release Center.

Western Region encompasses 12 district field offices in Kansas City (5), St. Joseph, Independence, Belton, Warrensburg, Liberty, Nevada and the Kansas City Community Release Center.

Southwest Region consists of two field district offices in Springfield and other district offices in Joplin, Neosho, Branson, Nixa, Aurora, West Plains, Rolla (satellite in Steelville), Camdenton and Lebanon.

Southeast Region has district field offices in Hillsboro, Cape Girardeau (satellite in Perryville), Farmington, Sikeston, Kennett (satellite in New Madrid), Caruthersville, Potosi, Dexter, Union, Poplar Bluff and Charleston.

North Central Region has district field offices in Cameron, Hannibal, Columbia, Trenton (satellite in Brookfield), Fulton, Jefferson City, Sedalia, Moberly (satellites in Macon and Kirksville) Lake Ozark, Troy (satellite in Warrenton) and Lexington (satellite in Marshall).

Institutional Region consists of the institutional parole offices in Jefferson City (2), Fordland, Licking, Fulton, Vandalia, Tipton, Bowling Green, Bonne Terre, Farmington, Charleston, Pacific, Chillicothe, Maryville, Cameron (2), Booneville, Moberly and St. Joseph.

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 and Tipton. Parole offices are also located 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 approximately 69,500 offenders under the supervision of the division in the community at the end of calendar year 2012, including parole and conditional release cases received from the Parole Board and 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; and
- use of appropriate sanctions and strategies to minimize risk and maximize the potential for successful outcomes.

Offenders may be ordered to perform community service hours by the court as part of their reparation to the community. They may also be required to compensate victims of crime, pay court costs and make restitution to individual victims.

Probation and parole staff is engaged with local communities to assist in the coordination of service delivery and activities to improve public safety. Across the state, Citizen Advisory Boards (CABs) provide valuable assistance to their communities. CABs promote an environment for of-

fenders to gain the skills they need to be productive, law-abiding citizens. To this end, CABs fund special programs, such as financial management, providing transportation and assistance and substance abuse education and training.

In addition to CABs, Probation and Parole staff participate in over 30 local Missouri Reentry Process Teams. The goal of the teams is to improve the transition process of offenders leaving prison and returning to their communities and to enhance options for offenders sentenced to probation within those communities. This creative approach has led to strong partnerships from which new and innovative interventions and supervision approaches have emerged.

Community Supervision Strategies

Probation and parole staff coordinates and manages 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;
- contract residential facilities;
- outpatient substance abuse treatment;
- mental health treatment;
- employment services;
- cognitive skills development classes;
- community sex offender treatment and registration;
- day report centers; and
- community reentry contracts.

Community Release and Supervision Centers

Community Release Centers and Community Supervision Centers provide the Parole Board and courts with a structured, residential program to better assist and supervise offenders transitioning from prison to the community or offenders at risk of revocation from community supervision. Offenders assigned to these facilities are required to accept personal responsibility in finding and maintaining employment, obtaining substance abuse and medical care and obtaining educational or vocational opportunities. Assessment and treatment sessions are scheduled to coincide with the offenders' off-hours from work.

Kansas City Community Release Center

The Kansas City Community Release Center (KCCRC) opened in May 1978 and is located in the downtown area of Kansas City. KCCRC has a capacity to house 350 offenders.

St. Louis Community Release Center

The St. Louis Community Release Center (SL-CRC) is located just north of downtown St. Louis and has been in operation since April 1978. SL-CRC has a capacity to house 550 offenders.

Community Supervision Centers

The division has seven community supervision centers. Each center includes 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 provides short-term residential services for offenders who otherwise would have to be housed within the department's correctional centers or local jails. The centers are located in St. Joseph, Farmington, Hannibal, Kennett, Poplar Bluff, Fulton and Kansas City.

Command Center

The department's Command Center is a 24/7 communication center whose staff tracks offend-



TIM WHOLF
Superintendent
Kansas City Community
Release Center



JOHN YOUNG
Superintendent
St. Louis Community Release
Center

ers in the community on electronic monitoring, 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 conducts 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 maintains regular contact with state and local law enforcement to develop leads and ensure absconders are apprehended and returned to department custody without delay.