

---



---

# Department of Corrections

---

PO Box 236, Jefferson City 65102

Telephone: (573) 751-2389 / FAX: (573) 751-4099

TTD: (573) 751-5984

[www.corrections.state.mo.us](http://www.corrections.state.mo.us)

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—ranging from probation to capital punishment—in ways that promote the longest lasting public safety at the lowest cost to taxpayers. Offenders assigned to the Department are successfully managed by ensuring they are supervised at the correct custody or supervision level. A cadre of over 11,000 well-trained correctional professionals committed to the vision, mission, values and professional principles of the department, assesses each offender's criminal history, evaluates community and institutional conduct and enforces compliance with court orders and department rules. This blend of ongoing assessment, custody classification, placement on a continuum of supervision strategies and assignment to basic habilitation interventions are several of the key methods used to promote sober, civil, productive and law-abiding behavior to enhance public safety.

There are currently more than 28,000 adult felons confined in Missouri's 21 correctional facilities and two community release centers. The department also supervises 11,500 parolees and 48,000 probationers across the state. In all, the department is responsible for the care, custody and supervision of approximately 90,000 adult offenders in Missouri.

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

The department utilizes strategic planning to promote continuous improvement and excellent customer service at all levels of the organization. This commitment to continuous improvement



GARY KEMPKER  
Director



ALMA MCKINNEY  
Deputy Director

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 department has actively assisted in the crafting of legislation that has enhanced public safety by increasing sanctions and expanding pre-release requirements for offenders. Senate Bill 763 which was enacted in 1994 increased the amount of time violent and repeat felons must serve in secure confinement prior to parole and required all inmates to work while confined. This bill also established three tracks for drug treatment to promote sobriety and crime free lifestyles.

House Bill 424 was signed into law in 1995 emphasizing the acquisition of literacy skills by inmates, it established that by January 1, 2001 all inmates will be required to earn a GED to be parole eligible. The bill also set out methods by which inmates with available financial resources will pay for the cost of their incarceration.

In 1996 House Bill 974 established criteria to identify persons who have committed or are likely to commit predatory sexual offenses and per that finding, impose a life sentence featuring a mandatory term of imprisonment, lifetime state correctional supervision and enhanced sex registration requirements.

In 1997 House Bill 823 and Senate Bill 430 codified Restorative Justice Programs to more completely include victims and the community to increase the public's confidence in the criminal justice system through increased involvement and understanding. The bills enabled the courts to establish local volunteer boards to provide community input into sentencing and supervision practices. The bill also authorized the Department to require restorative activities in prison and as a condition of parole to increase offender accountability to the community and victims.

To further protect society from sexual offenders HB 1405 was passed in 1998 to allow the



DONNA ANN COLEMAN  
General Counsel



TIM KNIEST  
Chief Public Information Officer



ANTONIO D. FRENCH  
Legislative Liaison



PATSY FLETCHER  
Labor Relations Liaison



MARC PEOPLES  
Workplace Violence Coordinator



BECCA STEWART  
Restorative Justice Coordinator



LENARD LENGER  
Comptroller

state to commit inmates who perpetrated certain sex offenses to treatment within the Department of Mental Health following completion of their prison sentence. This action can be taken only after a thorough due process court procedure involving approval from two panels independent of each other and a hearing before the local circuit court where the crime was committed.

## 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 controls their conduct. Department staff assesses, evaluates and intervenes as necessary to ensure offenders are held accountable for the crimes and responsible for their behavior. This ensures that offenders are managed in ways that best promote public safety in accordance with the sentence of the court.

Risk management is accomplished in a variety of ways. Pre-sentence investigations assist the court in determining sentencing options. Individualized institutional treatment programs for substance abusers, sex offenders, and others that experience mental health or other special problems provide offenders with the necessary skills for successful reintegration into society. Supervi-

sion strategies such as intensive supervision, electronic monitoring, day reporting centers, residential facilities provide offenders with a structured environment for increased supervision. To make reparation for the harm they have caused individual victims and communities, restorative justice programming in institutions and field offices is in place to require offenders to repair the harm their crimes have caused individuals 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 informing the public to effectively and efficiently guide and implement objectives and goals that increase the public's safety. Included in the Office of the Director are units that participate in these endeavors, notably Budget and Planning, Constituent Services, Fiscal Management and General Services, Information Systems, Inspector General, Legal Services, Population Management, Labor Relations, Legislative Affairs, Public Information and Victim Services.



JOE EDDY  
Director  
Budget and Planning



JIM GROTHOFF  
Director  
General Services



DAVID SCHULTE  
Director  
Information Systems



ERCELL A. (Sko) GRIMES JR.  
Inspector General

## Budget and Planning

This section, under the direction of the Office of the Director, is responsible for guiding the strategic planning process and developing the department's budget proposal. The strategic planning process and the department's commitment to continuous improvement are effective ways in which the Department develops efficient and economical operations. Corrections staff uses the strategic planning process to identify critical issues, develop goals, objectives and strategies to meet and measure the steps required to address critical issues. Staff also identifies the resources required to implement strategies.

The Research and Evaluation unit, a part of the Budget and Planning section, is responsible for providing continuous improvement through outcome research.

## Fiscal Management and General Services

Fiscal Management is responsible for departmental financial activities and the coordination of those activities with other state agencies. This section oversees implementation and maintenance of a variety of complex accounting systems including the inmate canteen and inmate banking system, and the working capital revolving fund.

General Services is responsible for purchasing, storing and distributing commodity food items to the department's institutions statewide, accounting for Department expenses and equipment, and for major new construction and maintenance projects within the department.

## Information Systems

The Information Systems Unit has the responsibility of managing and operating all data processing activity in the department. A centralized mainframe computer, in conjunction with a statewide telecommunications network, services more than 5,360 employees at 75 locations. The department's offender databases are integrated with other state



PAUL BERGFELD  
Director  
Population Management

agency information to comprise a criminal justice support capability throughout the state.

## Inspector General

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

## Population Management

This section provides the Department with a continuous assessment and evaluation of the resources available for confining and treating the offender population whether in prison or on probation or parole. Strategic planning ensures that long term models are developed to impact



LISA JONES  
Constituent Services Officer



KAY CROCKETT  
Victim Services Coordinator  
Office of the Director



RICHARD ENYARD  
Personnel Officer  
Division of Human Services



JULIE IVES  
Employee Health and Wellness  
Division of Human Services

offender management and population growth. Strategies are developed to assist in the successful and cost effective management of offenders and outcome studies are provided to evaluate their effectiveness. Staff in this unit schedules placement dates for residential facilities and community release centers and institutional treatment centers within correctional facilities. This requires staff to work closely with probation and parole officers and the courts to ensure offenders receive treatment within statutorily specified time frames.

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

These five sections of the Office of the Director provide and coordinate information to specific audiences concerning the operation of the Department and its Divisions.

Constituent Services invites inquiries from offenders, their families, advocacy groups, the Governor's office and legislators about conditions of confinement.

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

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

The Public Information Office addresses inquiries from the news media, the general public, and other interested parties. This office also generates department publications, videos and promotes department activities.

The Department's Office of Victim Services (OVS) was established to ensure core services and accurate information are timely provided to Missouri crime victims. The OVS is designed to ensure victims are regularly advised of offenders' status. The OVS provides victim notification and accessibility to department proceedings including parole hearings, victim impact statements prepared by probation officers for inclusion in pre-sentence investigations, reasonable protection from offenders or others acting on behalf of offenders, notice of release from confinement or supervision and restitution for financial loss. OVS provided services to over 36,000 victims of crime and initiated 10,215 notifications to victims, by telephone or letter, during FY99 and FY00.

Other ways in which offenders make reparation include community service, payment of restitution and other fees imposed by the courts. The total dollar amount returned to the community in FY99 and FY00 by offenders was 14.4 million dollars. This included restitution to victims, payments to the victims' compensation fund and court costs. Through the Department programs offenders repair the harm not only to individuals, but communities as well. Offenders and inmates also performed 1,364,679 hours of community service during FY99 and FY00.

### **Division of Human Services**

The Division of Human Services consists of Training and Employee Development, Employee Health/Wellness/Safety, Human Resource Management, Restorative Justice Services, Religious Affairs, and Volunteer/Intern Programs. This division provides support to the Division of Adult Institutions, Division of Offender Rehabilitative Services, the Division of Probation and Parole and the Department of Corrections technical staff. A professionally trained work force, where safety and wellness is practiced as part of the job, is essential to carrying out the vision, mission, values and professional principals of the department. The Division of Human Services is tasked with improv-



ROYCE HUDSON  
Chief of Staff Training  
Division of Human Services



WINFREY DICKERSON  
Supervisor  
Religious/Spiritual Programming



GORDON HOWARD  
Coordinator  
Volunteer Services

ing the work environment of employees, recruiting a diverse professional work force, maintaining that qualified work force, and improving communication between management and staff.

### Training and Employee Development

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

### Restorative Justice

In Missouri inmates perform restorative justice initiatives that assist victims and victimized communities as part of their sentence to prison. As examples, inmates from Boonville raised over 30,000 pounds of vegetables and fruits for a local food bank. In Jefferson City the inmate population raised over \$5,000 for local charities through their can recycling program and other charitable events. In Moberly, inmates assemble personal transportation vehicles for individuals who have lost their legs to disease, crime and landmines throughout the world. Inmates in Cameron grow flowers to adorn the lunches for local Meals on Wheels programs and in Farmington inmates

build wheelchair ramps for non-for profit agencies.

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

### Employee Health/Wellness/Safety

This section addresses job-related health and safety concerns with focus on control of communicable and infectious diseases; oversees and implements occupational safety concerns 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/Wellness/Safety Section to develop and implement department wide programs to respond to staff's needs as they relate to violence in the workplace.

### Human Resource Management

This section processes all personnel and payroll actions, maintains personnel records, clari-



**BILL POTTER**  
Director, Division of Offender  
Rehabilitation Services



**JOHN WARREN, Ph.D.**  
Assistant Director/Education  
Division of Offender  
Rehabilitation Services



**EDWARD WILLIAMS, Ed.S.**  
Workforce Readiness Coordinator



**WILBUR GOOCH**  
Administrator, Missouri Vocational  
Enterprises, Division of  
Offender Rehabilitation Services

fies classification issues and coordinates the recruitment and hiring of employees within the guidelines of the Missouri State Merit System. The Human Resource Management Section also handles employee relations and participates in labor relations discussions.

### Religious Affairs

The Supervisor of Religious Affairs oversees the activities of 24 full-time Institutional Chaplains who coordinate meeting space and time for religious services to ensure that the spiritual needs of all inmates are met. Spiritual worship services, programs, and other religious activities are also planned and coordinated through this unit.

### Volunteers/Interns - Special Events

Volunteers are utilized throughout the department and recognized as non-salaried employees. They are recruited to augment institutional and community services for offenders. Volunteers are required to complete an extensive training regimen before assignment and are supervised under state and departmental personnel rules and regulations. This section coordinates volunteer training and assignment and monitors student internship programs. This unit is also responsible for implementing and monitoring special events and programs.

### Division of Offender Rehabilitative Services

The Division of Offender Rehabilitative Services is the arm of the department responsible for developing and delivering interventions and services necessary for offenders to correct their criminal behavior at each point in the department's supervision continuum. These services and interventions include Academic and Vocational Education, Medical Contractual Services, Mental Health, Missouri Sexual Offender Program, Missouri Vocational Enterprises, and Substance Abuse Services. These program services allow correc-

tions 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. By creating increased offender accountability the longest lasting public safety is achieved.

### Adult Basic Education

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

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

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

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

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



**RANDEE KAISER**  
Assistant Director/Health Services  
Division of Offender  
Rehabilitation Services



**JUDY HUDSON**  
Chief of Nursing Services  
Division of Offender  
Rehabilitation Services



**NINA EPPERSON**  
Coordinator, Mental Health  
Services, Division of Offender  
Rehabilitation Services



**MARTA NOLIN**  
Coordinator, Substance Abuse  
Services, Division of Offender  
Rehabilitation Services

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

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

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

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

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

## Workforce Readiness

This section is responsible for the development, delivery and evaluation of school, work and community based activities for Missouri offenders.

School Based programs include a number of vocational training programs throughout the prison system. These programs include computer repair, automotive repair, business technology, electrical wiring, residential carpentry and plumbing, diesel mechanics and industrial technology, culinary arts and cosmetology among others. Additionally, School Based programs include training for offenders in computer refurbishing and repair and technical literacy. This

specialized program is delivered in partnership with local community colleges. To help ensure that offenders are prepared to work, an employability and life skills class is 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 secure and retain meaningful employment upon release.

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

## Missouri Vocational Enterprises

Missouri Vocational Enterprises (MVE) is responsible for 25 different industries in 11 correctional institutions throughout the state. At any one time MVE employs approximately 1,400 inmates who provide a variety of products and services for sale to state agencies, city and county governments, political subdivisions, state 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. During FY99 and FY00 a total of 2,151 inmates graduated from vocational education programs.

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

### Medical Services

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

### Mental Health

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

The Department works closely with the Department of Mental Health in three key programs designed for treating individuals with severe and persistent mental illness. There are 42 psychiatric hospital beds available at the Biggs Forensic center at the Fulton State Hospital. This unit is occupied by individuals who are experiencing acute exacerbation of their mental illness. In addition, two specialized programs are available with 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 mental health services for the offender population and is frequently used as a "step-down" program for offenders released from

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

Additional mental health programs are available at the Special Needs Unit located within the Potosi Correctional Center. This program is designed to serve offenders with developmental disabilities and prepare them for return to general population in prison. The Algoa Correctional Center, near Jefferson City, has developed the Psychological Rehabilitative Education Preparation Unit (PREP) to assist offenders in understanding mental illness and learn strategies to reduce further criminal behavior.

### Missouri Sexual Offender Program (MOSOP)

The director of the Department of Corrections is mandated (RSMo 589.040) to develop a program of treatment, education and rehabilitation for sexual assault offenders. By department policy, the successful completion of MOSOP is mandatory for a release prior to an inmate's sentence completion date. The MOSOP program, consisting of approximately 12 months of therapy, is provided at the Farmington Correctional Center for men and the Women's Eastern Reception, Diagnostic and Correctional Center in Vandalia for females. The department has also instituted MOSOP treatment in its field services to probationers and parolees. During the past two fiscal years of 1999 and 2000, 1,219 inmates attended MOSOP and 313 graduated 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 FY94. It is designed to assess community risks and sex offender treatment needs. Information is then shared with the court for sentencing considerations. During FY99 and FY00 there were 237 offenders assessed for the courts at the SOAU.

### Substance Abuse Services

About 55 percent of all offenders in Missouri have an acute need for drug education. An additional 20 percent suffer from chronic addiction that requires treatment. To meet those needs the department has developed a wide range of substance abuse services for inmates in institutions as well as offenders supervised in the community to provide the earliest possible intervention and the most effective treatment. There are currently over 2,700 substance abuse treatment beds in Missouri's prisons, an increase of over 200 percent since 1993. During FY99 and FY00 21,760 inmates were treated in these institutional treatment centers.



Department institutional treatment centers provide a structured regimented 12 weeks of comprehensive substance abuse treatment for inmates, parole and probation violators. They operate from eight correctional centers in Maryville, Fordland, Boonville, Jefferson City, Vandalia, Cameron, St. Joseph, Mineral Point and Farmington, and are utilized as alternatives to traditional incarceration. Inmates and offenders are held accountable for their behavior and required to successfully complete the treatment intervention prior to release. The department also sponsors a variety of substance abuse education programs, after care and support groups, as well as 12 step programs both within the institution and the community. The Department also partners with the Department of Mental Health's Division of Alcohol and Drug Abuse to provide effective treatment and continuity of care. The Division of Offender Rehabilitative Services Substance Abuse Services Unit has developed strong links with community providers to establish priorities through joint planning and program development. These efforts can be seen in the institutions and the communities throughout Missouri.

Treatment beds are spread throughout the state from minimum to maximum security institutions. The Maryville Treatment Center is a 525 intensive therapeutic treatment center for offenders requiring structured treatment as a last step before they are released. The Park Building in St. Joseph at the Western Reception, Diagnostic and Correctional Center provides an additional 480 beds for treatment services for male inmates. Other institutions that provide treatment beds include: Ozark Correctional Center, Jefferson City Correctional Center, St. Louis Community Release Center and Women's Eastern Reception, Diagnostic and Correctional Center.

In 1994, Senate Bill 763 authorized the creation of three innovative drug treatment programs to tackle specific substance abuse problems. The Offenders Under Treatment Program, the Post Conviction Drug Program and the long-term Cocaine Addiction Programs are currently in operation for male and female offenders. The Cocaine Addiction Program lasts up to 18 months for offenders who are in need of long-term drug treatment for long-term addictions. Offenders Under Treatment is a 180-day treatment program for those whose drug problem was a precipitating factor in their offense. The Post Conviction Drug Treatment Program is designed for probationers who have failed to complete treatment within the community.

The Required Assessment, Education and Treatment (REACT) is a statewide program for persons placed on probation by the Court for a felony drug offense. Offenders must submit to an assessment within 60 days of their term of pro-



GEORGE A. LOMBARDI  
Director  
Division of Adult Institutions



MARK S. SCHREIBER  
Assistant to Director  
Division of Adult Institutions

bation as a condition of probation and then address the causes identified in that assessment through substance abuse education and treatment programs. REACT also increases offender accountability by requiring probationers to pay for all or a significant portion of the program services, depending on financial ability.

Drug screening via urinalysis is an important part of the department's zero tolerance approach toward drug use by inmates and offenders. Every month about 6,500 urine samples are collected from inmates and offenders and screened by the department toxicology laboratory. These samples assist corrections professionals in assessing, evaluating and referring inmates and offenders to appropriate substance abuse programs within the institutions and the community.

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

## Division of Adult Institutions

The Division of Adult Institutions is responsible for the supervision and management of the state's 20 correctional centers. 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. Inmates are also required to make payments from their individual inmate accounts for court ordered fines or judgments to the Crime Victims Compensation Fund.

Each inmate assigned to the Division of Adult Institutions is required to work, attend school or participate in court or parole board ordered treatment on a full time basis throughout the period of confinement. Community service is also strongly encouraged. As of June 30, 2001 there were 28,000 inmates assigned to the division, an increase of over 3,000 inmates in two years since the last state manual was published.

## 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 of the Department 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.

## Algo Correctional Center

The Algo Correctional Center (ACC) opened in 1932 and is located six miles east of Jefferson City. It is a male medium security (C-3) facility housing 1,635 inmates. ACC was selected as one of three facilities to pilot the Long Distance Dads Parenting Program for male inmates.

## Boonville Correctional Center

The Boonville Correctional Center (BCC) is located at the former Missouri Training School for Boys and was constructed in 1889. The facility, located in Boonville, was transferred to the Department of Corrections on July 1, 1983. BCC is a medium security C-3 male facility housing 1,466 inmates.

## Central Missouri Correctional Center

The Central Missouri Correctional Center (CMCC) is a (C-3) medium security facility that houses 1,000 adult male offenders. The institution is located approximately six miles west of Jefferson City on Highway 179. It was formerly known as the Church Farm and is frequently referred to by that name also.

## Chillicothe Correctional Center

The Chillicothe Correctional Center (CCC) is a female facility named for its host city in the northwest part of the state. CCC houses inmates of all custody levels (C1 to C-5) and has an operational capacity of 525 inmates. It was formerly a detention facility for female juveniles.

## Crossroads Correctional Center

The Crossroads Correctional Center (CRCC) is a maximum security (C-5) male facility located adjacent to the Western Missouri Correctional Center in Cameron. It opened in March 1997 housing 1,500 inmates. CRCC was the first Missouri prison to install a lethal electric fence.

## Farmington Correctional Center

The Farmington Correctional Center (FCC) is a (C-4) high custody male facility housing 2,725



STEVE LONG  
Assistant Director  
Zone I



BRYAN GOEKE  
Assistant Director  
Zone II



TOM CLEMENTS  
Assistant Director  
Zone III

inmates and has been a correctional facility since 1986. FCC is situated on the grounds of the former Farmington State Mental Hospital. FCC is home to specialized programs for inmates with mental illness, sex offenders and young men in the Regimented Discipline Program.

## Fulton Reception and Diagnostic Center

The Fulton Reception and Diagnostic Center (FRDC) is the intake and orientation center for male inmates assigned from central and eastern Missouri. When the Eastern Reception, Diagnostic and Correctional Center opens FRDC will convert to a maximum security (C-5) institution for men and maintain its intake and orientation center for male inmates committed to the Department by the courts of central Missouri.

The staff is responsible for the evaluation of inmates and their assignment to other correctional facilities custody levels C-1 to C-5. Assigning inmates to an appropriate facility increases public and institutional safety by ensuring the mix of inmates are balanced in terms of offense, length of sentence, community and institutional risk, and individual inmate needs such as aggressiveness, mental health, substance abuse, employment and vocational. FRDC houses 1,118 inmates.



**MICHAEL MURPHY**  
Superintendent  
Algoa Correctional Center



**DAVID MILLER**  
Superintendent  
Boonville Correctional Center



**KELLY LOCK**  
Superintendent, Central Missouri  
Correctional Center



**JAMES WASHINGTON**  
Superintendent, Chillicothe  
Correctional Center



**MIKE KEMNA**  
Superintendent, Crossroads  
Correctional Center, Cameron



**JAMES PURKETT**  
Superintendent, Farmington  
Correctional Center



**ANSEL CARD**  
Superintendent, Fulton Reception  
and Diagnostic Center



**DAVID DORMIRE**  
Superintendent, Jefferson City  
Correctional Center

FRDC also administers two other programs located on the grounds of the Fulton State Mental Hospital. The Biggs Correctional Unit (BCU) is a 30-day evaluation center for inmates suffering from mental illness. This unit houses 20 male and 10 female inmates.

The Cremer Therapeutic Community Center (CTCC) is a 180-bed comprehensive treatment facility that administers a variety of programs for male inmates requiring further evaluation by the courts. A similar program for females is housed at the Women's Eastern Reception, Diagnostic and Correctional Center.

### **Jefferson City Correctional Center**

The Jefferson City Correctional Center (JCCC), formerly known as the Missouri State Penitentiary, is the oldest correctional institution operating west of the Mississippi River. It was authorized by the General Assembly in 1832 and received its first offender in 1836. One housing unit completed in 1868 is still in use today and is now on the Historic Register of Buildings. The institution is distinguished by a high limestone wall with 15 officer towers surrounding a 47-acre compound. It is a maximum security (C-5) institution housing nearly 2,000 male offenders. Due to its age and high maintenance costs JCCC

is scheduled for replacement by a new facility near the Algoa Correctional Center in 2004.

### **Maryville Treatment Center**

The Maryville Treatment Center (MTC), which opened in December 1996 is located in northwestern Missouri and is a minimum security (C-2) treatment facility. MTC has a capacity of 547 male inmates who have a history of alcohol and drug abuse. Inmates are expected to follow a rigid and demanding schedule of activities to prepare them for a successful and sober transition to the community.

### **Missouri Eastern Correctional Center**

The Missouri Eastern Correctional Center (MECC) is a high custody (C-4) facility located at Pacific serving 1,100 male inmates. MECC offers the Missouri Sexual Offenders Program for male inmates with disabilities.

### **Moberly Correctional Center**

The Moberly Correctional Center (MCC), formerly known as the Missouri Training Center for Men, opened in 1963 and is a (C-4) high custody institution serving 1,800 male inmates. MCC is home to the male dialysis center for those with special medical needs.



**BILL BURGESS**  
Superintendent  
Maryville Treatment Center



**GENE STUBBLEFIELD**  
Superintendent, Missouri  
Eastern Correctional Center



**TONY GAMMON**  
Superintendent  
Moberly Correctional Center



**LARRY ROWLEY**  
Superintendent  
Northeast Correctional Center



**VIRGIL LANSDOWN**  
Superintendent  
Ozark Correctional Center



**AL LUEBBERTS**  
Superintendent  
Potosi Correctional Center



**MIKE BOWERSOX**  
Superintendent, South Central  
Correctional Center



**DONNA McCONDICHIE**  
Superintendent  
Southeast Correctional Center

### **Northeast Correctional Center**

The Northeast Correctional Center (NECC) opened in March 1998 housing 1,975 high custody (C-4) male inmates in Bowling Green. NECC also provides special housing and programming arrangements for male offenders under the age of 17.

### **Ozark Correctional Center**

The Ozark Correctional Center (OCC) is a minimum security (C-2) institution housing 695 male inmates located in Webster County near the community of Fordland. It was formerly a United States Air Force Base in the 1950's. An additional 45 inmates are housed at a satellite institution, Camp Hawthorn, located at the Lake of the Ozarks State Park. Inmates at Camp Hawthorn provide labor for various state park projects in the Lake of the Ozarks area.

### **Potosi Correctional Center**

The Potosi Correctional Center (PCC) is located on 140 acres approximately two miles east of Potosi. The first facility in the state to be built under the lease/purchase concept received its first inmates in February 1989. The facility was constructed and currently houses 800 capital

punishment, maximum security and high risk male inmates including those sentenced to death.

### **South Central Correctional Center**

The South Central Correctional Center is situated on a 205 acre tract site northwest of Licking about one mile west of the city of Licking off U.S. Highway 63. SCCC employs 445 correctional professionals when fully staffed and has a capacity to confine 1,596 maximum security male inmates.

### **Southeast Correctional Center**

The Southeast Correctional center is located one mile south of Charleston on Missouri Highway 105. SECC will confine 1,596 maximum security male inmates and employ 445 correctional professionals at full capacity. SECC is scheduled to open in late 2001.

### **Tipton Correctional Center**

The Tipton Correctional Center (TCC) is a medium security (C-3) facility housing 1,162 male inmates. TCC is located about one mile north of Tipton and was formerly a female correctional facility.



STEWART EPPS  
Superintendent  
Tipton Correctional Center



STEVE MOORE  
Superintendent, Western  
Missouri Correctional Center



RON SCHMITZ  
Superintendent, Western  
Reception and Diagnostic  
Correctional Center



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

### Western Missouri Correctional Center

The Western Missouri Correctional Center (WMCC) is a medium security (C-3) facility confining 2,619 male inmates. It is located on 385 acres off U.S. Highway 69 in Cameron. In June of 2000 WMCC staff and inmates embarked on an aggressive recycling project to reduce trash hauling costs. In the first ten months of operation WMCC recycled 438,887 pounds of solid waste such as metal, textile, paper and cardboard.

### Western Reception and Diagnostic Correctional Center

In August 1994, the voters of the state of Missouri approved a general obligation bond that allowed for the conversion of the St. Joseph State Mental Hospital into a correctional facility. The facility opened in 1999, and confines 1,880 inmates. It serves as the intake center for male inmates coming from the western side of the state.

Currently, the Park Building Treatment Center confines 480 inmates in either a 120-day Substance Abuse Treatment Program or the 180-day Offenders Under Treatment Program. Additionally, 100 inmates participate in community service work at several locations including the City of St. Joseph.

### Women's Eastern Reception, Diagnostic and Correctional Center

The Women's Eastern Reception, Diagnostic and Correctional Center (WERDCC) in Vandalia received its first inmates in January 1998. This facility confines 1,460 minimum to maximum (C-1 to C-5) female offenders and certified juveniles. WERDCC serves as the intake center for females entering the department from around the state and also includes a permanent inmate population. This Reception and Diagnostic unit processes female inmates for assignment to permanent population at WERDCC, Chillicothe

Correctional Center or the community release center treatment programs for women in St. Louis or Kansas City. Processing includes orientation to prison life, risk assessment educational testing, psychiatric and medical evaluation, AIDS testing and a drug education program.

### Division of Probation and Parole

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

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

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



DENIS AGNIEL  
Chair  
Board of Probation and Parole



DARREL ASHLOCK  
Member  
Board of Probation and Parole



JANDRA D. CARTER  
Member  
Board of Probation and Parole



FANNIE GAW  
Member  
Board of Probation and Parole



RICHARD LEE  
Member  
Board of Probation and Parole



CRANSTON J. MITCHELL  
Member  
Board of Probation and Parole



DONNA WHITE  
Member  
Board of Probation and Parole

## Board of Probation and Parole

**Agniell, Denis**, (R), chair, Jefferson City;  
**Ashlock, Darrel**, (D), St. Joseph;  
**Carter Jandra D.**, (D), St. Thomas;  
**Gaw, Fannie**, (D), Moberly;  
**Lee, Richard**, (D), Jefferson City;  
**Mitchell, Cranston J.**, (R), Alexandria, Virginia;  
**White, Donna**, (R), Jefferson City.

## Parole Services

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

Institutional Parole Offices are located within the following correctional centers: Algoa, Boonville, Central Missouri, Chillicothe, Crossroads, Farmington (satellites at Potosi and Mineral Point), Fulton Reception and Diagnostic Center (satellite at Cremer Therapeutic Community Center), Jefferson City, Maryville Treatment Center, Missouri Eastern, Moberly, Northeast, Ozark,

South Central, Southeast, Tipton, Western Missouri and Women's Eastern Reception and Diagnostic.

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

## Field Services

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

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

The Northwest Region includes five district offices located in St. Joseph (satellites in Maryville and St. Joseph), Chillicothe (satellite in Tren-

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

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

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

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

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

The Field Services Section supervises probationers in the community assigned to the division by the courts, offenders released under supervision by the parole board and offenders from other states through the Interstate Compact. There were over 62,000 offenders under the supervision of the division in the community during fiscal year 2001, including more than 11,500 parolees and 50,500 probationers.

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

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

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

During fiscal year 2000 offenders ordered to perform community service hours by the court as part of their reparation to the community completed 321,243 hours. Other offenders were required to compensate victims of crime, pay court costs and make restitution to individual victims. The total dollar amount returned to the



SCOTT JOHNSTON  
Assistant Division Director  
Field Services



PAUL CASPARI  
Assistant Division Director  
Community Corrections

community in these categories during FY99 and FY00 by all offenders was 14.4 million dollars.

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

## Community Corrections

The Community Corrections Section oversees two community release centers and coordinates a number of community-based correctional programs that supervise and manage offenders in the community. These facilities, programs and services assist with the supervision of probationers assigned by the courts and with the reintegration of parolees upon release from prison. The following programs are designed to provide additional treatment, intervention, sanctions and structure for offenders:

- Local sentencing initiatives, including drug courts
- Community release centers
- Electronic monitoring
- Intensive supervision
- Contract residential facilities
- Targeted outpatient substance abuse treatment
- Targeted employment services



VICTORIA MYERS  
Assistant Division Director  
Institutional Services



BARNE PLOCH  
Assistant Division Director  
Administrative Services



KIM JONES  
Superintendent, Kansas City  
Community Release Center



JANET SCHNEIDER  
Superintendent, St. Louis  
Community Release Center

- Cognitive skills and case management services
- Community sex offender treatment and registration

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

The department's Command Center is a 24 hour a day, seven days a week communication center whose staff tracks offenders in the community on electronic monitoring, and in community release centers and residential centers. This unit was established to ensure that offenders assigned to community corrections programs maintain their curfews and adhere to other restrictions as required around the clock. Command Center staff conduct investigations for every serious rule violation. They issue arrest warrants should offenders fail to return to their assigned residence at the appointed time. Command Center staff also maintain regular contact with state and local law enforcement to develop leads and to ensure absconders are apprehended and returned to department custody without delay.

### **Kansas City Community Release Center**

The Kansas City Community Release Center (KCCRC) is a minimum security (C-1) facility located in the downtown area of Kansas City. KCCRC has a capacity to house 312 inmates, 280 males and 32 females.

### **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 400 males and 100 females.

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

Offenders assigned to the Community Release Centers are required to accept increased personal responsibility in finding and maintaining employment, obtaining medical care and obtaining educational or vocational opportunities through the Work Release Program. While in Work Release offenders are required to place fifty percent of their gross pay in a savings account and return twenty-five percent to the inmate revolving fund to offset the cost of their room and board. The programs are structured to parallel the offenders' responsibilities after release to supervision in their local communities.

The Substance Abuse Treatment Program consists of addiction assessment and treatment including group and individual sessions provided by certified substance abuse specialists. The parole board stipulates offenders for treatment based on their history of addiction and the need to learn and practice relapse prevention strategies. Assessment and treatment sessions are scheduled to coincide with the offenders' off-hours from work.

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





ROGER DIXON  
Eastern Region



DEBBIE COTNER  
Southeast Region



GLENN BRUCKER  
Central Region



TOM HEDDY  
Southwest Region

### Administrative Services Section

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

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

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

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

The Central Office Support Unit provides switchboard, mailroom and environmental support for the staff at the division's central office in



TOM HODGES  
Western Region



JIM RESCH  
Northwest Region

Jefferson City. This unit also facilitates the transfer of files to and from the State Archives Unit in the Secretary of State's Office.

***Personnel, Department of Corrections: Page 1033***