



# 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 on-going assessment, classification, referral to supervision strategies and assignment to basic habilitation interventions are several of the key methods used to promote sober, responsible, productive and law-abiding behavior. When offenders are held accountable for their behavior and responsible for their actions, the public's safety is enhanced.

In all, the department is responsible for the care, custody and supervision of approximately 102,696 adult offenders in Missouri. On December 31, 2008, there were 30,415 offenders confined in Missouri's 20 correctional facilities, and the department was supervising 18,302 parolees and 53,973 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. 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 five custody levels that range from minimum (C-1) to maximum (C-5). Using objective criteria to establish supervision and custody levels ensures offenders with corresponding need and disposition are supervised and confined safely and securely with appropriate programming.

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

## Offender Management

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

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

The Federal Grants Unit is responsible for obtaining, monitoring, managing and disbursing all federal funds obtained through grants to the department. This section pays all bills and salaries for federal programs in which the department participates. The Federal Grants section prepares financial and progress reports for all department grants.



GEORGE A. LOMBARDI  
Director



DAVID ROST  
Deputy Director



GAIL VASTERLING  
General Counsel



JOE EDDY  
Director, Budget, Research and Evaluation

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's Programs

Missouri is one of two states chosen to adopt the National Institute of Corrections' model - the Transition from Prison to Community Initiative (TPCI). The department also received a grant from the Office of Justice Programs to create a reentry program - the "Prisoner Reentry Initiative". Due to several reentry programs taking place, all were combined in the "Missouri Reentry Process" (MRP). This unit focuses on effective and efficient ways to transition offenders from prison to communities with goals such as increased percentages of offenders with high school diplomas or GEDs; decreased rates of unemployment; reduced victimization; treatment for substance abuse and mental health; stable family relationships; and also to encourage pro-social relationships and ties within the community.



JULIE KEMPKER  
Reentry Services



CHRIS PICKERING  
Inspector General

The Division of Probation and Parole is also engaged in MRP along with other divisions of the department, other state, federal and local agencies, as well as numerous community partners, including faith based groups. Probation and Parole staff have led the way for the development of regional and local MRP steering teams across the state. There are currently 33 MRP steering teams covering 86 of Missouri's 114 counties.

In Missouri, offenders perform restorative justice initiatives that assist victims and victimized communities as part of their sentence to prison. Restorative Justice holds the offender accountable and provides a means for them to repay their debt to the victim and the community. It also provides the offender an opportunity to leave the system with an improved attitude and sense of belonging as well as strengthening the social bonds that serve as the foundation of our communities. For example, over 50,000 pounds of produce were grown and harvested in Missouri correctional facilities during calendar year 2008 and were donated to organizations such as shelters, food banks and senior citizen homes around the state. In addition, approximately 11,000 offenders volunteered over 230,000 hours of reparative activities in 2008. In addition, offenders volunteer and in some cases are mandated to attend Impact of Crime on Victims (ICVC) classes which help offenders develop a sensitivity and respect toward victims that helps prevent further victimization. In 2008, over 8,000 offenders participated in ICVC classes in correctional facilities with over 175,000 recorded hours.

The Department of Corrections is committed to providing gender responsive environments to women in the Division of Adult Institutions and under supervision of the Board of Probation and Parole. The Women's Program section of this unit was established to ensure accountability, reliability and continuous improvement in meeting the commitment. This section's goal is to ensure that gender responsive programs are available to women offenders that provide health, mental health, self-esteem, parenting, education, substance abuse and life skills to enhance their opportunities for a successful transition back to their community.



MATT STURM  
Legislative Liaison



KAY CROCKETT  
Victim Services Coordinator

### Inspector General

The Office of Inspector General is charged with objectively examining department operations to ensure they are in compliance with established policy and procedure. This is accomplished through the Criminal Investigation Unit and the Compliance Unit. The Criminal Investigation Unit is the investigative arm of the department and conducts investigations in response to reports of suspected violations of statute, and events which may endanger the safety and security of offenders, staff, facilities, employees or the public. The Compliance Unit develops and reviews current department practices to ensure department policy and procedure are being followed. This unit also recommends and coordinates department policy and procedure revision.

### Legislative and Constituent Services, Public Information and Victim Services

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

The legislative liaison is responsible for planning, organizing, tracking and coordinating state and federal legislative matters relating to the department. The liaison works closely with administrative staff to establish legislative priorities and responds to inquiries from legislators and other interested parties about the department's operations and the potential impact new legislation may have on departmental operations. The Constituent Services Office, which falls under the purview of the legislative liaison, processes offender-related inquiries from legislative offices, offender families and the public. Through a customer-focused approach, the office provides information about specific offenders and education about the department's policies, procedures and practices.

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 web site. 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 RSMo 595.209. The OVS enhances accessibility to department operations including parole hearings, victim impact statements for the Parole Board's consideration and reasonable protection from offenders or others acting on behalf of the offender. The OVS provides services including notification, crisis intervention, support and referrals to approximately 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, 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 construction and maintenance projects, the management of the vehicle fleet, and central office business office and warehouse functions.

### Fiscal Management Unit

The Fiscal Management Unit oversees the implementation and maintenance of a variety of complex accounting systems that provides essential fiscal oversight, support, and assistance to correctional institutions, probation and parole district offices, Missouri Vocational Enterprises and the offender population through the management of the offender canteens and offender banking system. The unit's primary responsibility is to ensure the accountability and transparency of the state resources entrusted to



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Director  
Division of Human Services



LENARD LENGER  
Comptroller



JANA BOTT  
Planning Section Manager



JIM WISEMAN  
Chief of Staff Training

the department. This is accomplished through the efforts of skilled and experienced staff in the areas of purchasing, accounting, internal auditing and Offender Finance. 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.

### Planning Section

The goal of the planning section is to put action behind the vision of the department's senior leadership through the development, management and communication of a strategic plan. The section monitors a list of performance measures associated with the plan to ensure the department is not just planning for success, but moving toward it. Based on this strategic direction, the section facilitates a number of departmental teams that work on process improvement, problem solving and customer satisfaction projects. In addition, section staff provide administrative support to the Corrections Officer Certification Commission.

### Training Academy

The Training Academy develops, coordinates and delivers pre-service, in-service and management/supervisory training to staff in each of the department's divisions. The academy consists of 53 full-time staff and a cadre of part-time volunteer trainers who perform their duties in one of

the department's three regions: Central, Eastern and Western. The academy promotes 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 accurate 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 assigned 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



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Volunteer Services

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.

### Division of Offender Rehabilitative Services

The Division of Offender Rehabilitative Services is responsible for developing and delivering interventions and services necessary for offenders to correct their criminal behavior at each point in the department's supervision continuum and prepare for successful reintegration into the community upon release. These services and interventions include: academic and vocational education, medical services, mental health, Missouri Sexual Offender Program, Missouri Vocational Enterprises and substance abuse services. These program services allow corrections professionals throughout the department to fully utilize the supervision continuum to better resolve offender issues such as literacy, sobriety and employability. Without remediation, these factors would impede their return to the community as law abiding and productive citizens. The public's safety is best served by creating increased offender accountability.

### Adult Basic Education

In order to prepare inmates for successful reintegration into society and to reduce recidivism, offenders without a high school diploma or equivalent (General Educational Development [GED]) are required by statute to participate in Adult Basic Education classes. The educational program provides offenders an opportunity to obtain the GED certificate and make measurable progress in academic education. Classes range from basic literacy through post-secondary education, offering the following programs:

- Assessment: intake centers screen and diagnose offenders prior to school assignments.
- Adult Education: classes assist the offender in working toward the GED certificate.
- Literacy: providing specific instruction for those with limited English proficiency and reading skills.
- Title I: supplemental instructional services for educationally disadvantaged students under age 21.
- Special Education: education for offenders with disabilities through the age of 21.
- Youthful Offender Program: offenders receive post-secondary education.
- Library: provides library services focusing on educational, legal and informational



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needs. Each library is comprised of a general collection and maintains a collection of legal resources 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 207.690.10, RSMo establishes that offenders must earn their GED certificate or exhibit a continuous honest, good faith effort toward academic success to be eligible for parole. With this added emphasis on education and academic progress, the goal is that 80 percent of students served will show success in one or more areas of reading, math or language during a three-month period.

Academic education can serve over 14,000 eligible offenders daily and during the past two fiscal years just under 3,200 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.

Current programs include a number of career and technical training programs throughout the prison system. These programs include computer repair, automotive repair, business technology, electrical wiring, residential carpentry and plumbing, diesel mechanics and industrial tech-

nology, 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. To help ensure that offenders are prepared to work, employability skills/life skills (ES/LS) classes are available. This program is designed to provide skills vital to success in the work world such as communication, cultural diversity, conflict resolution, personal finance management and knowing how to find and keep a job.

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 27 different industries in 15 correctional institutions throughout the state. At any one time MVE employs approximately 1,600 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

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



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are regularly assessed and provided continuous medical care by licensed nurses and physicians.

### Mental Health

When offenders are sentenced to prison, their mental health needs are assessed at the reception and diagnostic centers. All offender's 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 in three key programs. There are 42 psychiatric hospital beds at the Biggs Correctional Treatment Center at Fulton State Hospital offering treatment to offenders experiencing acute exacerbation of their psychiatric illness. Two specialized programs for the chronically mentally ill, the Correctional Treatment Center and the Social Rehabilitation Unit, are at Farmington Correctional Center.

For female offenders, the department has a Social Rehabilitation Unit at the Women's Eastern Reception, Diagnostic and Correctional Center.

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

Psychological services are available at all licensed institutions. Services are provided by teams of psychiatrists, psychologists, 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 department policy, the successful completion of MoSOP is mandatory for a release prior

to an offender's sentence completion time. The MoSOP program generally takes 9-12 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 calendar year of 2008, 237 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 calendar year 2009, 98 offenders were assessed for the courts.

Regional sex offender specialists employed by the department monitor a panel of private practitioners that provide treatment to offenders while on probation or parole. The courts or Parole Board mandate treatment for these offenders.

The Department of Corrections is responsible for assessing sex offenders, prior to their release from incarceration, who might potentially qualify for civil commitment as sexually violent predators (RSMo 632.480). After careful examination by highly specialized staff, 28 out of 489 offenders reviewed (5.7 percent) from calendar year 2008 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 2009 approximately 39 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 2009 approximately 2,900 beds were designated for institutional treatment. Approximately 87 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 2009:

- Substance abuse assessment services.
- Long Term Institutional Treatment programs of one year or longer.



MARTA NOLIN, Ph.D.  
Assistant Division Director  
Substance Abuse Services  
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Rehabilitative Services

- Offenders Under Treatment (OUT) programs for 180 day treatment.
- Partial Day Treatment programs for parole violators.
- Short Term Treatment programs for court ordered and board ordered to serve 84 to 120 day treatment.
- Parole Relapse program for 30 day relapse prevention.
- Ambulatory and Mobility Treatment programs for offenders mandated substance abuse treatment and who face health or mobility challenges that prohibit 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 the Circuit Court and have a sentence of not less than one year to be committed to the division.

Incarcerated inmates are accountable for civil conduct and compliance with institutional rules. Inmates are also required to make payments from their individual inmate accounts for court ordered fines or judgments to the Crime Victims Compensation Fund. In addition, each inmate is required to engage in work, school or treatment on a full-time basis throughout their period of confinement in order to prepare them to be productive, law-abiding citizens upon their release. Inmates are encouraged to make positive contributions to society and to take



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Director  
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**MIKE KEMNA**  
Deputy Director  
Zone I



**DWAYNE KEMPKER**  
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Deputy Director  
Zone III



**DEREK HINES**  
Security Coordinator



**ELLIS McSWAIN**  
Warden  
Algoa Correctional Center



**JENNIFER MILLER**  
Warden  
Chillicothe Correctional Center



**LARRY DENNEY**  
Warden, Crossroads  
Correctional Center

responsibility for repairing the harm caused by their past criminal actions by participating in community service, restorative justice activities and impact of crime on victims programs. Over 97 percent of all offenders committed to the division to serve a sentence are released at some point. Preparing inmates to transition successfully from prison to the community is an investment in public safety and reduces future victimization.

**Citizens Advisory Committee**

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

**Algoa Correctional Center**

The Algoa Correctional Center (ACC) is a custody level two institution located in Jefferson City. The institution maintains a capacity of 1,565 male offenders.

**Boonville Correctional Center**

The Boonville Correctional Center (BCC) is a custody level three institution located in Boonville. The institution maintains a capacity of 1,316 male offenders.

**Central Missouri Correctional Center**

The Central Missouri Correctional Center (CMCC) is a custody level three 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 incarcerated 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 custody level five institution located in Cameron. The institution maintains a capacity of 1,440 male offenders.



**STEVE LARKINS**  
Warden, Eastern Reception  
Diagnostic and Correctional  
Center



**AL LUEBBERS**  
Warden  
Farmington Correction Center



**ALAN EARLS**  
Warden, Fulton Reception and  
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**DAVE DORMIRE**  
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**JOE LEDBETTER**  
Warden  
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**JENNIFER SACHSE**  
Warden, Missouri  
Eastern Correctional Center



**DEAN MINOR**  
Warden  
Moberly Correctional Center



**SCOTT LAWRENCE**  
Warden  
Northeast Correctional Center

**Eastern Reception Diagnostic and Correctional Center**

The Eastern Reception Diagnostic and Correctional Center (ERDCC) is a four/five custody level institution located in Bonne Terre. The institution has a total capacity of 2,684 male offenders.

**Farmington Correctional Center**

The Farmington Correctional Center (FCC) is a custody level four institution located in Farmington. The institution maintains a capacity of 2,632 male offenders.

**Fulton Reception and Diagnostic Center**

The Fulton Reception and Diagnostic Center (FRDC) is a custody level five 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 custody level five 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 custody level three institution located in Maryville. The institution maintains a capacity of 561 male offenders.

**Missouri Eastern Correctional Center**

The Missouri Eastern Correctional Center (MECC) is a custody level three institution located in Pacific. The institution maintains a capacity of 1,100 male offenders.

**Moberly Correctional Center**

The Moberly Correctional Center (MCC) is a custody level three institution located in Moberly. The institution maintains a capacity of 1,800 male offenders.

**Northeast Correctional Center**

The Northeast Correctional Center (NECC) is a custody level four institution located in Bowling Green. The institution maintains a capacity of 1,935 male offenders.

**Ozark Correctional Center**

The Ozark Correctional Center (OCC) is a custody level two institution located in Fordland. The institution maintains a capacity of 650 male offenders.



**ED DAVIS**  
Warden  
Ozark Correctional Center



**DON ROPER**  
Warden  
Potosi Correctional Center



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



**TROY STEELE**  
Warden  
Southeast Correctional Center



**JILL MCGUIRE**  
Warden  
Tipton Correctional Center



**JEAN ANN JOHNSON**  
Warden, Western  
Missouri Correctional Center



**BILL BURGESS**  
Warden, Western  
Reception Diagnostic and  
Correctional Center



**CYNDI PRUDDEN**  
Warden, Women's Eastern  
Reception Diagnostic and  
Correctional Center

**Potosi Correctional Center**

The Potosi Correctional Center (PCC) is a custody level five institution located in Mineral Point. The institution maintains a capacity of 862 male offenders.

**South Central Correctional Center**

The South Central Correctional Center (SCCC) is a custody level five institution located in Licking. The institution maintains a capacity of 1,642 male offenders.

**Southeast Correctional Center**

The Southeast Correctional Center (SECC) is a custody level five institution located in Charleston. The institution maintains a capacity of 1,642 male offenders.

**Tipton Correctional Center**

The Tipton Correctional Center (TCC) is a custody level two institution located in Tipton. The institution maintains a capacity of 1,192 male offenders.

**Western Missouri Correctional Center**

The Western Missouri Correctional Center (WMCC) is a custody level three/four institution located in Cameron. The institution currently maintains a capacity of 1,925 male offenders.

**Western Reception, Diagnostic and Correctional Center**

The Western Reception, Diagnostic and Correctional Center (WRDCC) is a custody level two institution located in St. Joseph. The institution maintains a capacity of 1,934 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.

**Board of Probation and Parole**

The Missouri Board of Probation and Parole is comprised of seven full-time members appointed by the governor, subject to the advice and consent of the Senate. During their six-year terms, members determine the release of individuals from confinement in the Division of Adult Institutions through parole or conditional release. Parole hearings are held at each correctional center monthly. If a release date is set, the board determines whether placement in release strategies, such as electronic monitoring, residential facilities and community release centers is appropriate. The board stipulates special



**REID K. FORRESTER**  
Member  
Board of Probation and Parole



**PENNY V. HUBBARD**  
Member  
Board of Probation and Parole



**BRIAN JAMISON**  
Member  
Board of Probation and Parole



**CHUCK PRYOR**  
Member  
Board of Probation and Parole

conditions in order to address specific offender needs and improve the opportunity for success under supervision. They also monitor the supervision of offenders in the community and return those offenders to prison that are a risk to the community. The board also investigates and reports to the governor on all applications for pardons, commutations of sentence, reprieves or restorations of citizenship. The board may include information relating to the applicant along with appropriate recommendations.

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

- Jamison, Brian**, (R), Columbia;
- Pryor, Chuck**, (R), Versailles;
- Forrester, Reid K.**, (R), Poplar Bluff;
- Hubbard, Penny V.**, (D), St. Louis;
- Wells, Jim**, (D), Bowling Green;
- Vacancies** (2).

**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.

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



**JIM WELLS**  
Member  
Board of Probation and Parole

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.

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

Region II encompasses 10 district field offices in Kansas City (5), Independence, Belton, Warrensburg (satellite in Clinton), Liberty, Nevada and the Kansas City Community Release Center.

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

Region IV has district offices in Columbia, Jefferson City, St. Charles, Troy (satellite in Warrenton), Hannibal, Union, Rolla (satellite in Steelville) and Fulton. Region IV also oversees the institutional parole operations in Fulton, Vandalia, Tipton and Bowling Green.

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



SCOTT JOHNSTON  
Chief State Supervisor



TOM HODGES  
Assistant Division Director



NANCY MCCARTHY  
Region I



JACKIE DUNN  
Region II



DARDI SMITH  
Region III



GLENN BRUCKER  
Region IV



DEBBIE COTNER  
Region V



BRENT MORRIS  
Region VI

Region VI has district field offices in St. Joseph, Maryville, Cameron, Trenton (satellite in Brookfield), Camdenton, Eldon, Sedalia, Moberly (satellites in Macon and Kirksville) and Lexington (satellite in Marshall). Additionally, the institutional parole offices in Chillicothe, Maryville, Cameron (2), Boonville, Moberly and St. Joseph are in Region VI.

### Institutional Services

The institutional probation and parole officers are responsible for the assessment of incarcerated offenders and the tracking of their progress for the Parole Board or the court. The institutional parole officers report their findings to the Parole Board, prior to an offender's parole hearing and to the court, when the offender is being considered for release to probation supervision. The institutional parole staff and parole analyst assist the Parole Board as they conduct hearings. The officers work with the offenders to develop supervision plans as they prepare for their release from confinement.

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

### Field Services

Field services encompass the supervision of probationers in the community assigned to the division by the courts, offenders released under supervision by the Parole Board and offenders from other states through the Interstate Compact. There were over 72,800 offenders under the supervision of the division in the community at the end of calendar year 2008 including more than 17,700 parole cases and 51,000 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 are ordered to perform community service hours by the court as part of their reparation to the community. Other offenders are

required to compensate victims of crime, pay court costs and make restitution to individual victims.

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

### Community Supervision Strategies

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

- electronic monitoring;
- contract residential facilities;
- targeted outpatient substance abuse treatment;
- targeted mental health treatment;
- targeted employment services;
- cognitive skills development classes;
- community sex offender treatment and registration; and
- day report centers.

### 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 who are 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.



CADENA BRIM  
Superintendent, Kansas City  
Community Release Center



JANET SCHNEIDER  
Superintendent, St. Louis  
Community Release Center

### 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 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-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.