

Missouri Reentry Process

History/Pre-MRP	Result of MRP	Future Plans
Sentencing		
Traditional presentence investigation without focus on release planning and sentencing.	The traditional Pre-Sentence Investigation (PSI) was redesigned in collaboration with the Judicial System to a Sentencing Assessment Report (SAR). This document replaced the PSI and was developed and implemented to include risk factors and identified criminogenic needs that are fundamental in completing the initial Transition Accountability Plan. The Court is provided with guidelines and presumptive release dates prior to sentencing.	Completed.
Drug Courts - diversion of low risk offenders.	A number of drug courts have refocused on reentry after a period of incarceration. As a partner in the Missouri Reentry Process, the Office of State Courts Administrator has put a priority on working with high risk/need offenders.	Expansion of drug/reentry courts in Missouri.
Admission to Prison		
The Salient Factor Scale, which provides guidelines to assist the Parole Board in decision making, did not take into consideration dynamic factors related to release planning and early release.	Salient Factor Score integrates institutional conduct in parole decision guidelines as well as dynamic criminogenic factors.	Completed.

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Admission to Prison (cont'd)		
Offender serving more time before being considered for early release.	<p>(1) The Parole Board has adopted a new Salient Factor Score instrument that uses more variables to aid in considering release decisions.</p> <p>(2) The Parole Board adopted a Waiver of Hearing Policy to allow non-violent Class C and D offenders with 5 years or less to waive their personal appearance and be scheduled for an earlier release date. This process is completed at the admission into the diagnostic center which allows for planning during incarceration and release. This allows offenders to be considered for release prior to the regular parole hearing schedule, thus allowing for a timely and planned release.</p>	Continue to examine and implement an expedient process to release those non-violent, low-risk offenders that are eligible for release into the community.
Lack of information sharing to families which promotes family involvement.	<p>Family orientation meetings are held monthly at reception and diagnostic centers for families of offenders. Orientation booklets are provided to offender families and are available on the department's website.</p> <p>Institutional and Field staff are encouraged to utilize family in case management and release planning.</p>	Completed.

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Assessment and Classification		
No standard department wide gender specific assessment.	National Institute of Corrections (NIC) has funded the creation of a gender specific assessment tool which begins at supervision and follows the offender through incarceration and release. The University of Cincinnati has created this tool based on the many tools used in Missouri (primarily validated for males) and combined them with risk/need factors specific for females.	The tool has been completed. The Department is in the implementation phase of this process.
Assessment and Classification (cont'd)		
Lack of standard substance abuse screening assessment and classification tool consistent with the Department of Mental Health.	Adopted the Addiction Severity Index (ASI) and Adult Chemical Abuse Screening at the diagnostic centers, targeted for substance abuse institutional services.	Implement with all offenders when full funding is obtained.
Assessments in the diagnostic centers primarily focused on classification and placement. This process has not allowed for transition planning.	Assets and liabilities are identified based on assessment and classification to begin with the Transition Accountability Plan process.	Completed.
No institutional risk reduction instrument.	A risk reduction instrument was created to be used in the institutions to assist with case management planning.	Completed.
Behavior and Programming		
No educational opportunities for incarcerated veterans relative to the services they may qualify for.	MOU with the Missouri Veterans Commission and the Veterans Administration to educate and provide offenders services they are eligible for as a result of being a veteran.	Completed.

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Behavior and Programming (cont'd)		
No Corrections representation on the Governor's Committee to End Homelessness.	Corrections Reentry Unit Staff appointed to this committee. As a result this committee has created a sub group to address the housing needs of the offender population.	Ongoing
Lacked a department wide cognitive skills program.	Contracted service, Pathway to Change, an evidence-based cognitive skills program, designed to help the offender understand their thoughts, decision-making habits and alter their behaviors.	Expansion to all institutions, probation and parole offices and institutional treatment centers completed.
No academic achievement reports given to offenders.	Academic achievement reports provided to offenders on a quarterly basis to improve engagement in educational programming	Ongoing
Minimal technological skills given to offenders.	Keyboarding and computer skills are part of adult education and literacy services.	Ongoing
Employability Skills/Life Skills (ES/LS) offered at limited locations.	ES/LS is considered core programming for all offenders who are six months short of release.	Completed.
No coordinated effort to provide Head Start services to children whose parents are incarcerated.	The Department of Corrections in conjunction with Head Start and Department of Social Services, has developed a process for referrals to this program.	Children whose parents are incarcerated will be made a priority for the Head Start services.
No accreditation from the U.S. Department of Labor for vocational training. Limited availability of Missouri Vocational Enterprises jobs in the institutions.	All Missouri Vocational Enterprises programs are classified as vocational training and offenders receive accreditation from the U.S. Department of Labor. There are 39 apprenticeship programs being offered by the Missouri Vocational Enterprises.	Completed. Other job classifications will be added.

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Behavior and Programming (cont'd)		
No training on family dynamics for visiting room staff.	All visiting room staff receive training focused on offender and family dynamics, family values and the importance of family and pro-social relationships.	Completed. New staff will be trained on an ongoing basis.
No therapeutic child and offender visitation.	An evidence-based program created to enhance visitation between children and their incarcerated parent. Two institutions are conducting these therapeutic visits.	Expansion to all institutions.
Minimal substance abuse resources in general population institutions.	Resources reallocated to place a priority on substance abuse services within the Transitional Housing Units.	Continued evaluation of existing and potentially new resources due to budgetary restraints.
Minimal pre-release preparation in the institution.	Transitional Housing Units have been established in 12 institutions. An offender is moved to a Transitional Housing Unit within 180-days of their release to receive intensive case management focused on a seamless transition home. All institutions are conducting transitional services to offenders who are six months short of release.	Completed.
No employability screening tool that could be used between the Department of Corrections and Division of Workforce Development.	CHOICES, employability screening tool has been purchased by the Department of Corrections and will be utilized as a standard tool in the Transitional Housing Units. This tool is used by the Division of Workforce Development and will allow for effective employment planning.	CHOICES results will be shared with the Division of Workforce Development to enhance employment services upon release.

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Behavior and Programming (cont'd)		
<p>Institutional substance abuse program standards lack reentry coverage provisions.</p>	<p>Partnered with the Department of Mental Health to revise Institutional Substance Abuse Treatment Certification Standards by placing an emphasis on discharge planning, transition practices, and successful linkage to community providers for continuity of care.</p>	<p>Institutional treatment standards are in final draft and being formatted by the Division of Alcohol and Drug Abuse for submission to the Secretary of State's office for approval. It is anticipated that they will be submitted in September 2009. Afterward, there will be a review and public comment period. If all goes well, they could be in effect in January 2010.</p>
<p>No Continuity of Care policy.</p>	<p>The Department of Corrections Continuity of Care policy is in final draft and establishes a means for offenders that complete institutional substance abuse treatment to obtain a referral for continuing outpatient treatment in the community, including an initial appointment, prior to their release. At this time, staff in the Transitional Housing Units are making contact with community providers and field probation and parole officers to arrange treatment prior to release.</p>	<p>Offenders receive appointments for needed substance abuse services prior to their release. Currently working on a procedures for medical and mental health.</p>
<p>No Mental Health Discharge Planning policy in concert with the Department of Mental Health.</p>	<p>In concert with the Department of Mental Health, the Department of Corrections has developed a Mental Health Discharge Planning policy. This policy requires institutional mental health service providers to do formal mental health discharge planning in the Transitional Housing Units. This allows offenders being released from prison to receive direct referrals from the Department of Mental Health to community mental health providers.</p>	<p>Completed. A pilot project is underway with those offenders who are diagnosed as severely mentally ill. In partnership with the Missouri Mental Health Coalition, these offenders are being identified prior to release and set up with appointments and aftercare upon release.</p>

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Behavior and Programming (cont'd)		
Minimal partnership with the Division of Workforce Development.	<p>In concert with the Division of Workforce Development, today the following occurs:</p> <p>(1) Offenders are registered in the Division of Workforce Development site <i>Missouri Career Source</i>.</p> <p>(2) Offenders in the Transitional Housing Units are scheduled with a Career Center appointment within two days of their release.</p> <p>(3) The Division of Workforce Development provides a monthly Career Center overview to offenders housed in the Transitional Housing Unit.</p> <p>(4) Job fairs are being conducted at several institutions.</p> <p>(5) Kiosks have been placed in all institutions which provide access to Missouri Career Source.</p>	Continue to enhance partnership with the Division of Workforce Development.
Minimal partnership with the Department of Health and Senior Services.	Memorandum of Understanding (MOU) with the Department of Health and Senior Services allowing offenders to apply for and receive a birth certificate during their incarceration.	Completed.
Minimal partnership with the Social Security Administration.	In conjunction with the Social Security Administration, offenders apply for and receive their social security card during their incarceration.	Completed.
Minimal partnership with the Department of Revenue.	Memorandum of Understanding (MOU) with the Department of Revenue allowing offenders the ability to apply for and receive a non-driver's ID card during their incarceration.	Completed.

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Behavior and Programming (cont'd)		
The offender population was not always a priority to the Department of Mental Health when providing services.	Department of Mental Health received Access to Recovery Grants which place a focus on the offender population. Vouchers are given to offenders to provide Wrap-Around Services by community organizations.	Continued services based on availability of funds.
No Offender Workforce Development Training offered (OWDS).	Offender Workforce Development Specialist Training occurring in Missouri to DOC staff and community partnering agencies.	Ongoing
No focus on children of incarcerated parents.	Contract with Big Brothers Big Sisters (Amachi Missouri) to provide children, who have a parent who is incarcerated, a mentor during and after their parent's prison stay.	Ongoing
Minimal partnership with the Department of Social Services.	<p>(1) Partner with the Department of Social Services to assist disabled offenders in applying for Medicaid prior to their release and develop an implementation plan.</p> <p>(2) Department of Social Services staff are entering the Transitional Housing Units to provide information regarding services they provide (i.e., termination of parental rights, child support, and related family issues). Today, the Department of Corrections and Department of Social Services are currently creating an implementation plan for these two release planning strategies to occur.</p> <p>(3) Collaboration between DOC and 21 Community Partnerships that provide services to offenders and their families.</p>	Expand to all institutions.

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Behavior and Programming (cont'd)		
No faith-based reentry program.	Contracted Interfaith Initiative at two institutions.	Potential expansion.
Supervision and Services		
Basic approach to supervision has remained the same since 1973.	E-driven supervision model: the term E-driven derives from the factors driving the new supervision process. It is E valuation towards E xcellence and E ffectiveness through the application of E vidence-based practices. The model is E xtant, yet E volving. Key components include the field risk reduction instrument, the role of the probation officer, initial assessment phase, levels of supervision, and motivational interviewing.	Currently in the implementation phase.
Probation and Parole violation response not linked to severity of violation or offenders public risk.	New violation response matrix has been completed statewide and related policies implemented.	Completed.
Minimal efforts to promote the employing of ex-offender to the workforce.	<i>"Employing Ex-offenders"</i> brochure developed by the Division of Workforce Development to promote employment of ex-offenders (10,000 distributed). The Division of Workforce Development provides information regarding the federal bonding program to potential employers of ex-offenders.	Continued distribution of brochures to the community.

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Supervision and Services (cont'd)		
Sharing of case management systems between the Department of Corrections and the Division of Workforce Development had been nonexistent.	The Division of Workforce Development has given appropriate Department of Corrections staff access to their case management system. This will enhance communication between institutional and field DOC staff and Workforce Development staff.	Completed.
Inconsistent care among providers working with substance abuse and mental health offenders.	In concert with the Department of Mental Health, standards of care for the treatment of substance abuse and mental health were developed to delineate expectations of Probation and Parole Officers and substance abuse and mental health professionals working with released offenders to improve continuity of care from prison to community. Providers signatures required for referrals.	Continued monitoring of compliance.
Offenders not widely understood by providers of community treatment services.	In concert with the Department of Mental Health, revision of state certification standards include offenders as a special needs population and are recognized by their agency.	Completed
Probation and Parole lacks standardized guidelines of referral for clinical assessment and treatment.	A standardized substance abuse screening instrument has been implemented for offenders in Probation and Parole.	Continued research on screening and ongoing implementation.
No structured community collaborations whose focus was on transitioning offenders from prison to the community.	40 Missouri Reentry Process community-based teams have been formed in Missouri to enhance services provided to offenders.	Expansion to all regions/districts in Missouri. Continued work with each team on identifying strategies to reduce the barriers offender face at the local level.

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Discharge / Aftercare		
Minimal participation of ex-offenders in the Department of Corrections.	Ex-offenders are involved in the Missouri Reentry Process to assist in promoting a successful transition home by doing presentations in the institutions and field regarding personal experiences.	Continued use of ex-offenders in the Missouri Reentry Process.
Systematic Improvements		
No staff dedicated only to the Missouri Reentry Process.	The establishment of the Reentry Unit within the Director's Office of the Department of Corrections. The Restorative Justice Coordinator was added to the Unit as the restorative justice model is an important component of reentry.	Continued implementation of strategies and partnerships by reentry unit staff to ensure progress of reentry principles and practices across the state.
No focus on Reentry services for those offenders being released with no period of supervision to follow (Maximum Release)	Contract awarded to provide services to those offenders being released on their maximum release date to the St. Louis area.	Continued services dependent upon funding.
No department wide case management tool.	The Transition Accountability Plan has been developed and implemented statewide.	The TAP will be part of the new Case Management System being developed by Information Systems.
No official documentation relative to the support of the Missouri Reentry Process from the Governor's Office.	Governor Nixon signed Executive Order 09-13 continuing the Missouri Reentry Process Steering Teams and defining the team's mission.	Continued support from the Governor and legislature.

<i>History/Pre-MRP</i>	<i>Result of MRP</i>	<i>Future Plans</i>
Systematic Improvements (cont'd)		
<p>Fragmented communication in business practices within divisions of the Department of Corrections.</p>	<p>The Missouri Reentry Process has improved communication between divisions of the Department of Corrections. There is representation from each division on the Missouri Reentry Process Leadership and Planning Teams. A conference was facilitated by the Center for Effective Public Policy which allowed for upper management staff to make recommendations on how to enhance the principles and practices of reentry in the department. Approximately 80 recommendations were submitted to DOC Executive Staff and approved for implementation.</p>	<p>Continued effective communication with the focus being on reentry. The Department is currently in the implementation phase of the recommendations brought forth from the conference.</p>
<p>No training for staff on the principles and practices of reentry.</p>	<p>The Training Academy provides a variety of training to staff specifically focusing on the Missouri Reentry Process.</p>	<p>Curriculum is currently being designed to train staff on the components of reentry to include case management, motivational interviewing, evidence based practices, and transition accountability planning.</p>
<p>Fragmented communication in business practices with other state agencies and community providers working with our clientele.</p>	<p>The Missouri Reentry Process has improved communication between the Department of Corrections, partnering state agencies and community providers. There are currently nine partnering state agencies and five community-based representatives, including an ex-offender represented on the MRP Steering Team. This team meets monthly and reports progress to the Director's of the partnering state agencies and the Governor.</p>	<p>Continued effective communication with the focus being on reentry.</p>

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Systematic Improvements (cont'd)		
Fragmented information sharing system within the state.	The State of Missouri is working on implementation of an electronic information sharing system that would allow information to be shared between partnering agencies.	The ability to share information between partnering agencies in order to enhance the transition process for offenders.
Limited access to technology and vital information.	The Department of Corrections Information Technology Steering Team has made the Missouri Reentry Process a priority by providing resources (i.e., creating and enhancing the Transition Accountability Plan electronically, providing internet capability to Transitional Housing Units, automating the gender responsive assessment tool, information technology sharing with other agencies, etc.)	The Missouri Reentry Process remains a continued priority for the Information Technology Steering Team.
No reentry consideration in the creation and revision of departmental policies and procedures.	The Department of Corrections policies and procedures are being revised with a focus on reentry to incorporate Missouri Reentry Process principles into the department's standard practices	All departmental policies and procedures will be developed and revised with the transition phase in mind.
Departmental Volunteer Procedure was not user friendly to community organizations who wanted to provide reentry services.	A procedure was developed called Access to Facilities which allowed a less cumbersome process to these organizations.	Completed.

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Systematic Improvements (cont'd)		
No expectation that contractors reflect reentry in their contractual work.	The Department of Corrections expectation is that all contracted service providers reflect the Missouri Reentry Process philosophy in their contractual work. Contracted staff participate in Transitional Housing Unit teams and Transition Accountability Plan development. All contracts up for renewal and new contracts being designed include the reentry philosophy.	All contracts awarded by the Department of Corrections will reflect the reentry philosophy.
No integrated case management system.	The Department is in the process of developing and implementing a case management model with the use of motivational interviewing techniques.	Training of staff on the new model and on Motivational Interviewing. Training of community members in the future.