

Building Upon Success

2009-2016

Initiatives & Programs








Missouri Department of Corrections

2009-2016 Initiatives & Programs

Missouri Department of Corrections

Department Key

Office of the Director	
Division of Human Services	
Division of Adult Institutions	
Division of Probation and Parole	
Division of Offender Rehabilitative Services	

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Jeremiah W. (Jay) Nixon, Governor
George A. Lombardi, Director

The Missouri Department of Corrections is an executive branch state agency in Missouri that is comprised of the Office of the Director, the Division of Adult Institutions, Division of Human Services, Division of Offender Rehabilitative Services and Division of Probation and Parole. The department's mission is to supervise and provide rehabilitative services to adult offenders in correctional institutions and Missouri communities to enhance public safety. The department's vision is to be the standard of excellence in the field of corrections, and through innovation and collaboration, it aims to embrace changes that better serve communities impacted by criminal behavior in order to achieve a safer Missouri.

Throughout this booklet, the reader will learn how the department has worked together in keeping with its mission and vision by developing innovative programs and initiatives in order to enhance the supervision and rehabilitative services for offenders incarcerated in one of the department's 21 correctional centers, or offenders being supervised on probation, parole or conditional release.

The initiatives and programs in this booklet are broken into categories and have a color-coded box to indicate which part of the department collaborated, developed and implemented these innovative and special programs that reflect upon its mission, vision and values.

Published in 2016

The Domestic Violence Supervision Model was created as a strategic approach to enhance the supervision of domestic violence clients.

Community Impact

Domestic Violence Caseloads

In 2010, the Probation and Parole Domestic Violence Task Force convened to begin addressing the issue of domestic violence and the best practices for client supervision. The Domestic Violence Supervision Model was created as a strategic approach to enhance the supervision of domestic violence offenders. Offenders convicted of domestic assault, violation of an order of protection, stalking or aggravated stalking were placed under the new supervision model on Oct. 1, 2014. This model calls for intensive supervision that requires a Domestic Violence Supervision Agreement to be signed by the client, outlining the rules and regulations of the supervision period. The model's emphasis focuses on treatment through a Batterer's Intervention Program and allows no contact with the victim. Probation and Parole Officers are trained and maintain specialized caseloads of these offenders.

In 2011, Probation and Parole was given the authority under Section 455.549 RSMo., to begin credentialing Batterer's Intervention Programs that provide treatment to offenders convicted of domestic violence crimes. The law made Probation and Parole responsible for not only the supervision of these offenders, but ensuring the treatment in the community meets specialized credentials. As a partner of a community-wide system that includes the Probation and Parole Officer, treatment providers and various community organizations, batterer accountability is ensured and services are provided to survivors, creating a safer environment for victims.

Community Impact

Earned Compliance Credit

As a result of work with the PEW Research Center on the States and the Missouri General Assembly, the Justice Reinvestment Act was signed into law in 2012 to strengthen community supervision and reduce revocations to prison. Earned Compliance Credit (ECC) was designed to serve as an incentive for offenders to comply with the conditions of their supervision by reducing the term of supervision by 30 days for every month of supervision compliance. The implementation of the ECC was a challenge for the department and partners within the court system. This new provision applied to all offenders under supervision at the time of the statute change and department staff was required to perform hand calculations to determine the monthly credit. A solution, utilizing technology, was developed after approximately three months, which was then modified and enhanced by the end of Fiscal Year 2013. The ECC

calculation process is a complicated computer program, but it is now accurately calculating ECC credit for the Department of Corrections, Missouri Courts and prosecuting attorneys. So far, more than 41,500 offenders on supervision have received an early discharge because of compliance with supervision conditions, ultimately reducing the community corrections population by nearly 13,900 as of Dec. 31, 2015. The early discharge of offenders could have been perceived as a public safety issue, however, the recidivism of those discharged has been very low. To date, less than 2 percent of those discharged have actually returned to prison as a result of a new felony conviction.

Community Impact

OD DAI P&P **Kansas City No Violence Alliance**

Kansas City No Violence Alliance (KC NoVA) is a multi-agency collaboration comprised of the United States Attorney's Office, Mayor's Office, Police Department, ATF, FBI, Jackson County Prosecuting Attorney's Office, Missouri Department of Corrections, University of Missouri - Kansas City, and several community partners that focus specifically on violent crimes and utilizes focused deterrence to reduce violence and homicide in Kansas City.

KC NoVA subjects are identified by using shared intelligence in order to develop a map that details the social structure of violent groups within the city. These maps are used to identify key players in those violent networks. Once these individuals are identified, they are invited to a call-in where KC NoVA subjects are "put on notice" that violence will no longer be tolerated, and a promise is made to the first group who commits a violent act that the full force of KC NoVA's enforcement arm will hold every group member accountable for their criminal activity. The quarterly call-ins then switch pace, allowing KC NoVA subjects the opportunity to meet with KC NoVA's Client Advocates, who are charged with program's social services function.

The function of Probation and Parole in KC NoVA is for the Probation and Parole Officer, who has been assigned to the main KC NoVA office, to assist in immediate and enhanced communication with KC NoVA partners. Administrative Jail Sanctions have been developed and implemented using KC NoVA subjects. One area of enhancement to the program deals with network members who are incarcerated in the Missouri Department of Corrections. Network members are now identified prior to their release. Before their parole date and return to the Kansas City area, they are visited in the institutions. The KC NoVA subjects receive the KC NoVA message prior to their release, and are introduced to staff from KCPD and Probation and Parole, as well as KC NoVA Client Advocates. The purpose of this visit is to give notice to the incarcerated offenders that they are returning to



KC NoVA
Kansas City No Violence Alliance

Kansas City No Violence Alliance (KC NoVA) - continued from page 3

a volatile social structure, and that their parole supervision will be unlike what they have experienced in the past. KC NoVA's goal is to keep its subjects safe, alive, out of prison and offer social services prior to their release. The KC NoVA subjects are informed that they will be closely monitored, and are advised that retaliatory or future acts of violence will not be tolerated.

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Community Impact

Partnership Award OD P&P

The Department of Corrections recognizes the value of community members and organizations that hire individuals on probation and parole supervision. The goal the department has for every offender on probation and parole is to be sober, civil and a contributing member of society. Support from the community is a critical component of the offender's success. There are many employers that have provided support to offenders throughout the state, affording them the stability to continue on their path to becoming productive and contributing members of the community. As a result of their compassion, many individuals have been given the opportunity to take the necessary steps toward improving their lives and are now able to provide for themselves and their families.

At various times throughout the year, a district Probation and Parole Office will submit the Community Partnership Award to the Office of the Director for an employer that has assisted with hiring offenders on probation or parole supervision. Once approved, a plaque is presented to the employer during a recognition event held at the employer's business in recognition and honor of the contribution they provide toward the department's overall mission of enhancing public safety.

Support from the community is a critical component of the client's success.

Education and Vocational Training

DORS Apprenticeship Program

The director of the Missouri Department of Corrections and leadership of Missouri Vocational Enterprises (MVE) recognized there must be a well-developed training plan that includes structure and on-the-job training supplemented with related theoretical instruction, in order to develop a skilled workforce in the corrections industry.

MVE, which is a section of the Division of Offender Rehabilitative Services, developed a program that cooperates with the Bureau of Apprenticeship and Training part of U.S. Department of Labor. In the development of these apprenticeship and training standards, MVE took personal initiative in assuring offenders will be afforded an opportunity to become skilled professionals in various occupations if they apply themselves. MVE's mission statement, which serves as its motto and purpose of existence, states: "MVE is committed to developing personal responsibility in offenders through the development of diverse training programs that enhance offender employability and the opportunity for success while incarcerated and upon release."

The apprentices are the ultimate product at MVE. The items and products that MVE manufactures will break down with wear and tear, and eventually make way for new products. However, the apprentices that MVE employs will hopefully continue to utilize the skills learned throughout the remainder of their lives, which results in a positive effect on recidivism rates.

As a testament to MVE's program, an offender who completed the program and was released contacted his former factory manager, who works in the metal plant at the Moberly Correctional Center:

"After the offender went home, I didn't hear from him until Dec. 23, 2015. He called and thanked me for giving him a chance, and stated that MVE, in his opinion, was the best tool in the system for helping offenders stay out of prison. He said we gave him the skills he needed to get and hold a job. He told me he started out welding at a place outside of Farmington making \$10 an hour. Soon, he applied and received the job of drafting, and received a \$5 raise. The day he called, he was working in the CNC department of that company writing programs for the machines and making \$25 an hour. He gives all the credit to MVE and the metal plant for providing the apprenticeship program, needed skills and work ethic to the offenders."

Currently, MVE has 50 registered occupations. There are 362 total offenders actively employed as apprentices and more than 1,277 apprentices that have completed the program since it started. The department has a strong reentry program that addresses the various



Apprenticeship Program - continued from page 5

obstacles in society that an offender will face upon release, but the skills that are taught, the personal skills that are developed and the overall relationships these offenders acquire in MVE's Apprenticeship Program will benefit them in every aspect of their reentry back into their community.

Education and Vocational Training

Commercial Vehicle Operator Training Program

DORS

The trucking industry plays a major role in the U.S. economy with nearly 70 percent of the country's freight tonnage being hauled by commercial vehicles. Recently, the trucking industry has begun to experience a shortage in trained commercial vehicle operators. This shortage is due to an increase in the retirement of existing operators and the strict enforcement of restrictions applying to the number of hours the operators are allowed to drive each week. Data from the American Trucking Association indicates that roughly 25,000 trained drivers are needed to fill the existing vacancies. As a result, the trucking industry has become willing to consider hiring convicted felons to fill these positions if those convictions do not restrict an offender from being able to obtain insurance coverage with the trucking company.

Based on the industry need, the Education Section of the Division of Offender Rehabilitative Services began offering a Commercial Vehicle Operator training class in March 2015 at the Northeast Correctional Center (NECC) in Bowling Green, Missouri. The goal of the program is to provide learning outcomes that will afford offender students the opportunity to work towards acquiring a commercial driver's license (CDL) and employment in the trucking industry upon their release from incarceration. The program utilizes a state of the art simulator that is similar to those currently being used by the trucking industry to train for their drivers. The simulator is manipulated by the course instructor who holds a CDL license and a teaching certificate with the Missouri Department of Elementary and Secondary Education. The modules of instruction include completing a vehicle point checklist, pre-trip inspections and operation of a super 10 transmission. The simulator also allows the user to experience driving in diverse settings that include inter-state highways, light city traffic, rural roads and weather related conditions. The curriculum is sanctioned by the U.S. Department of Labor.

In March 2016, the Missouri Highway Patrol Troop C proctored the first CDL written exam at NECC for seven students who had successfully completed the Commercial Vehicle Operator class. The exam outcomes were a huge success with all seven students receiving



at least one driving endorsement and several students receiving multiple endorsements (General Knowledge, Combination Vehicle, Air Brakes, Passenger, Double Trailer and Tankers). Moving forward, students who are near release will be allowed the opportunity to take the written exams while incarcerated, and they will subsequently have 12 months to pursue the driving portion of their training in the community.



Education and Vocational Training

DORS Construction Training

In 2010, the Education section of the Division of Offender Rehabilitative Services (DORS) began offering vocational training programs sanctioned by the National Center for Construction and Educational Research (NCCER). This education foundation develops standardized maintenance curriculums and performance assessments with portable credentials for the construction industry. These credentials are tracked through NCCER's national registry, allowing organizations and companies to verify the qualifications of their craft professionals and potential job candidates. NCCER's processes of accreditation, instructor certification, standardized curriculum, registry, assessment and certification is a key factor to the industry's workforce development efforts.

DORS currently offers vocational training programs that are accredited by NCCER in welding, plumbing, building trades, and electrical technology. Each offender student must complete a core NCCER curriculum before beginning to work toward their professional craft certification. The vocational instructors are required to complete the NCCER certification process and are qualified to administer performance assessments and written exams on offender students.

Since 2013, 600 female and male offender students have earned NCCER certifications and their names appear on the national registry. Each offender student receives certification documents and an identification card with their NCCER registry number upon completing a sanctioned training program. This documentation provides potential employers the information they need to check an individual's training credentials on the registry.



Education and Vocational Training

Learning Center

The Division of Adult Institutions continues to explore innovative methods to provide positive programming to offenders. At the Southeast Correctional Center in Charleston, Missouri, staff members created a Learning Center that has 14 workstations, consisting of a monitor, headphones and DVD player. Offenders assigned to general population may choose to participate in the Learning Center during their assigned recreation period, while offenders assigned to restrictive housing are mandated to participate in assigned programs as a part of addressing their criminogenic needs. More than 100 courses in the areas of therapeutic and behavior modification programs, trade-skill programs, and educational programs for Kindergarten through college level courses are available to offenders in the Learning Center's library. An offender worker is responsible for distributing the programs and keeping a log of programs completed by each participating offender. This program does not use state tax dollars and has minimal impact on staff resources. The division is currently expanding this concept to other institutions.

Efficiency through Technology

Offender Reentry Simulation

The Reentry Unit successfully worked with the Central Region Training Academy to develop a new Reentry curriculum for Basic Training for department employees. With this new learning and performance module, all staff hired into the department will experience the fact that offenders leaving prison have many challenges that create barriers to their success, such as substance abuse issues, lack of family support, mental health issues, medical issues, lack of education and skills, and lack of housing. This class utilizes an offender reentry simulation to provide a realistic experience of the choices that released offenders must make in order to remain successful within the community. This beneficial scenario utilized a large classroom space, and between 30-45 minutes as each segment of the scenario is encountered. In order to bring the benefits of the simulation to a larger group with fewer logistics, the Training Academy developed an online reentry simulation, which allows staff members to participate in the scenarios from their desks. This project capitalized on the Training Academy's software capabilities and research that has shown positive results for training within the work environment.

Offender reentry simulation provides a realistic experience of the choices that released offenders must make in order to remain successful within the community.

DHS Reducing Training Costs Through Technology

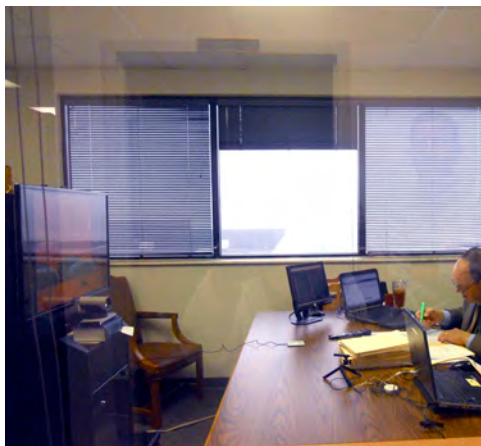
The Training Academy's Online Training Academy saves time and money, but still provides quality training for all of the department's employees.

The Training Academy of the Division of Human Services has been working to enhance training through the use of technology to increase the different types of training available for staff members while reducing costs.

One area of focus has been to reduce overnight lodging. For every night of lodging that does not happen, the department saves approximately \$105 per staff member. Compliance and onboard training has also benefited from e-Learning. For example, it would take 440 training sessions for an instructor to provide one hour of training to 11,000 employees with 25 staff members in each class. Designing an hour e-Learning program takes approximately 120 hours, saving eight weeks of instructor time. Classes have also been added that educate new employees on the Employee Handbook, Sexual Misconduct and Harassment, and Cyber Security to ensure that they receive this important training from the same baseline. By moving to this mode of training, the department now prints a handful of employee handbooks, rather than one for every person. Online training allows employees to train on their regular shift and at their own pace, reducing the amount of overtime incurred by the department.

Over the past three years, the department has transferred a number of mandated trainings to the self-paced online learning environment. Discrimination, Harassment and Retaliation, and Prison Rape Elimination Act (PREA) and the PREA Refresher courses are now conducted completely online. The Training Academy's Online Training Academy (DOCOTA) has allowed for more than 55,000 training hours to be completed in this online environment, saving time and money while still providing quality training for all of the department's employees.

Video Parole Hearings P&P



Ever since 1992, the Missouri Parole Board has discussed conducting parole hearings by video with the belief that video parole hearings could reduce costs and improve efficiency. Past proposals generally argued that using video technology could reduce the amount of time and costs associated with traveling from Probation and Parole's Central Office in Jefferson City, Missouri to the correctional centers throughout the state where the Parole Board conducts hearings for parole consideration, conditional release extensions and parole revocations. Prior to the introduction of video hearings, members of the Parole Board were traveling to 18 different institutions, nine of which required overnight lodging for several days. Additionally, victims who wished to attend and speak at parole hearings had to travel to the institution, incurring expense, inconvenience and sometimes the fear associated with the prison dynamic. In August 2012, legislative changes to state law (Section 217.670.6 RSMo.) gave the Parole Board the statutory authority to conduct hearings for parole, conditional release extension and parole revocation by means of a video conference at the discretion of the Parole Board, as long as the victim and the offender consented to the use of video conferencing. State law specified the victim could either attend the hearing at the institution, where the offender was housed, or at the location where the Parole Board was conducting the hearing. In January 2013, the Video Parole Hearing Committee was chartered and began meeting in March to develop a pilot project for video parole hearings. The Western Reception, Diagnostic and Correctional Center (WRDCC) in St. Joseph, Missouri was selected as the facility to pilot video parole hearings based on its familiarity with video court hearings and availability to use the court's video equipment. Video equipment was purchased for the Parole Board to use at Probation and Parole's Central Office to conference with pre-existing equipment at WRDCC. The first in-state video parole hearing was conducted in December 2013.

Based on the pilot's success, by the end of 2014, the Parole Board expanded video parole hearings to three additional sites at the Chillicothe Correctional Center, Missouri Eastern Correctional Center and Western Missouri Correctional Center. In 2015, video parole hearings continued to expand to five additional sites at the Northeast Correctional Center, Ozark Correctional Center, Farmington Correctional Center, Eastern Reception, Diagnostic and Correctional Center, and Women's Eastern Reception, Diagnostic and Correctional Center. In 2015, the Parole Board reviewed 11,448 offenders for parole consideration with 3,314 of those conducted by video conferencing. In December 2015, 946 offenders were reviewed for parole consideration with 440 by video conferencing. By the end

of November 2015, the Parole Board saved an estimated \$3,779 in vehicle expenses, \$38,865 in hotel expenses and \$22,132 in meal reimbursements, saving a total of \$64,776. Since video conferencing was implemented in December 2013, it is estimated that the hearing panel has spent an additional 272 days in the office that would have normally been used for travel to the institutions.

The Parole Board will expand video hearings to the South Central Correctional Center in 2016 and will look to continue to expand to additional sites where video conferencing is not being utilized.

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Efficiency through Technology

P&P Virtual File Project – Filebound

In March 2011, the Division of Probation and Parole’s Central Office in Jefferson City, Missouri formed a group to implement a paperless work environment for Parole Board decision-making using FileBound, which is a document storage management software program. The long-term endeavor began with scanning thousands of offender paper records into a digital file. The file preparation and document scanning began in September 2011. Support staff from every unit and two part-time employees at Probation and Parole’s Central Office were dedicated to weekly file prepping and scanning. Parole violator files were fully converted in January 2014, and confined caseload files were completed in December 2015. There are 84,181 digital files in the Active Offender Project.



Electronic routing of Parole Board referrals on field violation reports began in November 2015. The voting form is routed through the parole violator analyst for a decision after being received from a field officer and the final decision is electronically routed to board operations support staff to generate the Parole Board’s decision to the supervising field officer.

Future projects include the conversion of Archived (discharged parolees) files, as well as Executive Clemency file retention and recordkeeping. The Archive Project will allow for the conversion of an active offender digital file to the Discharged Project. This negates the requirement for files to be physically stored in the Archives Section at the Secretary of State’s Office, which enhances the ability to retrieve archived records. Discontinuing retention of these records in a paper format will allow the agency to stop using several duplicative software database licenses, and reduce the number of files needing physical retention at the Secretary of State’s Office. As the 84,181 physical files in the Active Offender Project are audited and purged, it is expected that Probation and Parole Central Office will be able to reduce the number of files taking up warehouse space from 600 to approximately 40.

Employee Enhancements and Training

Advanced Motivational Interviewing (MI) Team DHS

The Advanced Motivational Interviewing (MI) team, which is under the Division of Human Services, is using department-specific research to determine the appropriate levels of training within its varied job classifications. After this style of goal-oriented interviewing was added to the department's training needs in 2009, the department began to build a knowledge base that recognized the importance of effective, yet accountable communication and goal setting with offenders. The Advanced MI team is developing a two-pronged approach to continue advances within the department, beginning with an online training course that will challenge staff with a case study in communication that will reinforce their knowledge of the benefits of MI. It will be followed by a supervisor-specific module of training that empowers the worksite supervisor to possess the knowledge, skills and abilities necessary to reinforce MI-specific objectives in the workplace.

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Employee Enhancements and Training

Corrections Officer I Probationary DAI Period Discussions



In 2013, the Division of Adult Institutions (DAI) created a simple brochure for supervisors to facilitate helpful dialogue with new officers. The brochure contained eight general questions about how new officers were adjusting to their job, and required immediate supervisors to assist and assess each new employee. These discussions were required monthly with a review of each dialogue by the supervisors throughout the chain of command within DAI. These discussions have increased the communication between new corrections officers and supervisors, and have enhanced the attention and assistance new staff members received from every level of supervisor in DAI.

DAI DORS DHS Crisis Intervention Team Training Program

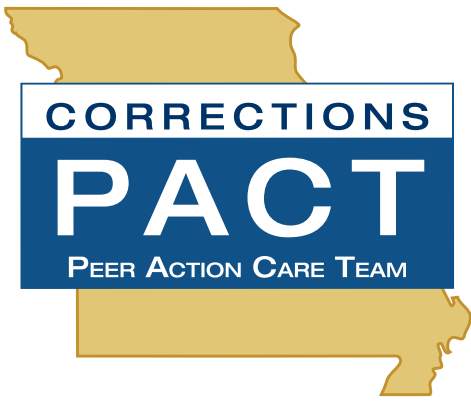
Originally developed to help community law enforcement de-escalate crisis situations involving the mentally ill, the Crisis Intervention Team (CIT) has been adapted to correctional systems with equally impressive results. The department received training and technical support through the National Institute of Corrections and developed a CIT training program for institutional staff. By learning de-escalation techniques and mental health awareness, CIT helps reduce uses of force and improves the outcomes for mentally ill and other special-needs offenders.

This program provides staff members with additional information and skills to utilize when working with offenders who have mental health issues. The Training Academy developed a CIT training program that allows staff members to have classroom, self-paced and online Virtual Instructor Led Training (VILTs) available to them.

The Jefferson City Correctional Center in Jefferson City, Missouri has become the department's CIT pilot institution. Within the first full month of implementation, the uses of force on offenders with mental health issues has decreased by 51 percent. This decrease in the use of force after utilizing CIT has provided the department with enough information to start implementing CIT at other institutions.

CIT provides staff members with additional information and skills to utilize when working with offenders who have mental health issues.

Peer Action and Care Teams Training OD DHS



This program provides a cutting edge learning environment for its participants by offering three different modes of enhanced learning. Participants interested in becoming Peer Action and Care Team (PACT) Members, who assist employees during times of extreme stress or traumatic events, experience a self-paced learning module through the online Training Academy that addresses the procedural requirements and guidelines of being a PACT member. The self-paced module permits employees to remain at their worksites and take this module at their convenience. They may also refer back to that module when they have procedural questions regarding PACT throughout the entire calendar year that they attended the initial training.

The second phase of the PACT training consists of a Virtual Instructor Led Training that addresses Trauma Responsive Services for employees, an integral part of being a PACT member. Participants learn skills such as sensitivity to individual responses to traumatic experiences and appropriate coping techniques to minimize the harmful effects of some of those reactions. The final component of this training is two days of classroom participation where employees learn multiple skills in relation to being a peer responder, including how to locate and provide resources appropriate to the concerns a co-worker might be experiencing, communication skills during times of extreme stress and self-care techniques to avoid the harmful effects of vicarious trauma that a Peer Action Care Team member may experience.

Since the inception of this multi-faceted program in June 2013, 318 new PACT members have successfully completed the program and become PACT members for the employees of the department. The new training requirements reduced the time out of the worksite by a full day for each version of training, saving costs related to travel, lodging and coverage at the worksites. This modality of the PACT program was adopted by the Ohio Division of Youth Services to ensure the wellbeing of their employees.

Offender Health Services

DORS Accreditation Status

There are 20 Missouri correctional centers that have achieved or are maintaining accreditation from the National Commission on Correctional Healthcare (NCCHC). NCCHC accreditation is based on the Commission's standards and the process uses external peer review to determine whether correctional institutions meet the standards in provision of health services. NCCHC renders a professional judgment and assists in the improvement of services provided. In addition, all facilities in Missouri are certified by the Clinical Laboratory Improvement Amendments (CLIA). An objective of the CLIA is to ensure the accuracy, reliability and timeliness of test results regardless of where the test was performed.

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Offender Health Services

DORS Chronic Care Clinics

The contracted medical and mental health vendor for the department carefully screens patients when they are received into reception and diagnostic centers to effectively identify those with chronic illnesses. Offenders who are identified with chronic illnesses are immediately referred to the provider and enrolled in chronic care clinics. Clinical pathways are available in the department's computerized healthcare records and are established utilizing evidence-based clinical guidelines. The current chronic care clinics are: Asthma, Cancer, Cardiovascular, Non-Malignant Chronic Pain, Convulsive Disorders, Diabetes Management, Endocrine - Non-Diabetic, Hepatitis B and C, HIV, Internal Medicine, Mental Health, Optometry - Glaucoma, Psychiatry, Pulmonary Non-Asthma, and Tuberculosis Treatment.

Patients are scheduled to see healthcare staff within the appropriate disciplines of medical and mental health at regular intervals based on how well their disease is controlled. During such appointments, healthcare staff provides education, monitors medication compliance and revises treatment plans as needed. Diagnostic testing is performed through laboratory tests, EKGs, spirometry and on-site X-ray. A teaching plan has been developed specifically for diabetes and cardiovascular disease, which has several components that facilitate an individualized teaching plan. This guided education assists the patient in goal setting to improve overall health.

Offenders who are identified with chronic illnesses are immediately referred to the provider and enrolled in chronic care clinics.



Enhanced Care Units DAI DORS

Throughout the years, the department has seen an increase in its aging incarcerated population. Offenders with moderate medical and mental health issues are in need of services to accommodate medical and cognitive needs, physical vulnerabilities and diminished lifestyle. The Enhanced Care Unit (ECU) is a modified living area designated for offenders identified with medical or mental health issues. This unit is a part of the general population, but on separate wings to house aging and vulnerable offenders. The ECU is a modified unit, where offenders have access to general population services within the facility. The unit includes modified services to offenders with identified special needs. Offenders, who require greater living assistance or a more secure environment, may be assigned to the ECU.

Many of the offenders assigned to the ECU have issues related to the aging process that require some assistance with their daily living activities. These activities may include, assistance with grooming, dressing, laundry, canteen, getting to meals, getting to medical appointments, reading and writing correspondence, getting to visits, and recreation and library services.

On Jan. 1, 2010, a pilot of the state's ECU opened at the Jefferson City Correctional Center (JCCC) in Jefferson City, Missouri to help manage the financial and logistical operations that come with the aging population. The pilot was a success in many ways. Staff members involved with the pilot project noticed that ECU participants receive more attention and their needs were better met, while providing them more movement and access to programs and jobs than they had in transitional care units or typical housing units. Custody staff also had less security issues because these offenders were in a safer and more secure environment. ECU eliminates most concerns of victimization, which is potentially an issue in general population housing for the elderly and infirmed.

Another feature of the ECU was the creation of Daily Living Assistants (DLA). These assistants are incarcerated offenders who help offenders in the ECUs. The training program for the Daily Living Assistants was developed by Dr. Linda Redford of Kansas University and Carol McAdoo, a consultant for end-of-life care in corrections. Dr. Redford received a grant through the Center on Aging at the Kansas University Medical Center to assist with educational opportunities related to the aging and hospice care for offenders. DLAs have enhanced the quality of life of ECU participants. DLAs are offenders that have been trained and assigned to assist an ECU offender with activities of daily living.

Medical and Mental Health services are available to the ECU offenders as staff members perform daily well-being checks. Sick calls may be conducted within the ECU as deemed necessary. Medication delivery

may also be available in the ECU for offenders with special needs to be determined on a case-by-case basis. Mental health professionals may develop specific programs that target ECU offenders to assist with socialization, behavioral and cognitive issues. Mental Health personnel also make programming available related to their field of expertise.

Each offender assigned to the ECU has access to all services, such as canteen items, library, meals, educational and vocational programs, and reentry programs. ECU offenders also have equal access to religious services, chapel services and recreation activities. Specialized recreation activities may be developed to address any identified needs of the ECU population.



Offender Health Services

DORS General Surgery Evaluations

Corizon Health has developed a great working relationship with Dr. Carl Doerhoff, who understands there are risks involved in transporting patients in a correctional setting. Therefore, he has arranged to go on-site or provide telemedicine appointments to see patients in order to reduce the safety risk and provide specialty care when needed. Through the department's steadfast relationship with Dr. Doerhoff, the Medical Section of the Division of Offender Rehabilitative Services was able to develop an on-site endoscopy clinic at the Jefferson City Correctional Center (JCCC) in Jefferson City, Missouri. A contracted mobile surgical team comes to JCCC and sets up for colonoscopy and EGD. Patients meeting criteria are brought to JCCC for these procedures, averting the transportation of offenders into the community. In fiscal year 2015, Corizon Health expanded its general surgery specialists to include Dr. Peterson, Dr. Roberts and Dr. Vaden from the Jefferson City Medical Group.

Patients meeting criteria are brought to JCCC for procedures, averting the transportation of offenders into the community.

Offender Health Services

Healthcare Reentry

The department and its contracted medical and mental health vendor acknowledges the importance of reentry and the need to prepare incarcerated individuals for return to the community. In an effort to equip all offenders with the tools that will result in successful reintegration, Corizon Health has created specific strategies that are regularly assessed and updated with regard to reentry. These strategies have ranged from initiating processes for inpatient Medicaid applications to working with medically and mentally complex individuals to ensure continuity of care and appropriate placement upon release. Additionally, a specially designed website was created exclusively for the department, former offenders and their families.

Reentry starts on day one of incarceration. To reduce recidivism, exclusive programs were created specifically for the department by the contracted vendor, which includes quick reference manuals for each site, the “From Corrections to Community” pamphlet, and the website CorizonReentry.com for use. The website assists former offenders, probation and parole staff members and offender families with access to needed medical, dental and mental health services. It also provides a comprehensive listing of food, clothing, shelter, education, faith-based organizations and veteran’s services. In September 2014, additional reentry staff was brought aboard by the contracted vendor, including Director Jane Hubbs, formerly the director of Cole County Health Department, and Azell Banoza, LBSW at KCCRC. Gwen Kirby, BSW, joined the team in June 2015 as reentry coordinator to focus on difficult discharge planning for high acuity medical and mental health offenders.

Offender Health Services

Healthy Transitions Reentry Medication

By contract, offenders are released from incarceration with a 30-day supply of medications. However, due to reduced community resources and longer wait times, they frequently run out of their medication before they can see a provider. To address this issue, healthcare contractor Corizon Health established a relationship with Rx Outreach, a national non-profit pharmacy based in St. Louis. The resulting Healthy Transitions program, developed in partnership with the Division of Offender Rehabilitative Services and the Division of Probation and Parole, provides additional 30- and 60-day prescription coverage as needed. This effort fills a critical need in offender reentry and continuity of care.

Healthy Transitions provides additional 30- or 60-day prescription coverage for offenders entering the community upon release.

The Missouri Department of Corrections began providing hospice care in the late 1990's. In the beginning, hospice care was primarily at the Potosi Correctional Center (PCC) in Potosi, Missouri and the Jefferson City Correctional Center (JCCC) in Jefferson City, Missouri. Once the Women's Eastern Reception and Diagnostic Correctional Center (WERDCC) in Vandalia, Missouri opened, along with an infirmary, the department was able to provide hospice care to female offenders. Currently, the institutions with formalized hospice units are Northeast Correctional Center, Potosi Correctional Center, Women's Eastern Reception, Diagnostic and Correctional Center and Jefferson City Correctional Center. Recently, the Farmington Correctional Center has treated hospice patients. There are a total of 15 correctional centers with infirmaries that provide hospice care treatment when needed.



Hospice care involves a coordinated effort of many disciplines to provide effective palliative care for offenders nearing end-of-life. Hospice care relies on an interdisciplinary team approach to provide care. All hospice and palliative care is directed by a licensed physician who is qualified to provide ongoing care. Hospice offenders are cared for by the medical and nursing staff in the infirmary. Nursing staff monitors the condition of offenders in hospice care and documents their daily status. Pain and symptom control lie at the very heart of hospice care. The medical unit utilizes all available pharmacological and non-pharmacological therapies to control symptoms that, if untreated, would result in the offender suffering.

Effective patient education is integral to the success of hospice care. Healthcare staff requires the initial referral to hospice to begin with honest communication regarding the patient's prognosis, future care and treatment options. Medical staff members work closely with mental health staff in providing a unified, comprehensive approach to the care of each dying offender.

In addition to hospice care, the hospice team understands that an offender's access to available family members and friends (often fellow offenders) is crucial to the success of the hospice program. Staff members of the medical unit are in regular contact with family members consistent with policy, which leads to an increase in the family's access to palliative care patients through visits or telephone calls with family members. In some cases, an offender in hospice care is alienated from family members and will derive support from other offenders with whom they have formed close associations. This led to a decision to develop a curriculum to train incarcerated offenders to become Hospice Volunteers.

In January 2010, there were more than 80 offender volunteers in the four formalized hospice units that had completed Hospice Care

Hospice Volunteers are offenders trained from within the prison population to understand and provide compassionate, comforting care to terminally ill offenders incarcerated in the department's institutions.

Hospice - continued from page 19

Volunteer Training. But in 2015, the department, along with the help of the Missouri Hospice and Palliative Care Association, launched a new comprehensive hospice training program that impacted those affected by end-of-life in the prison population. The first training for offenders, who volunteer their time to care for the terminally ill, was held in May 2015 at JCCC. This ground-breaking training was developed by a small, dedicated group of Missouri Hospice & Palliative Care experts, Corizon Health medical staff, and department staff. The primary duties of Hospice Care Volunteers are to provide comfort and companionship to terminally ill offenders. This includes sitting, talking, writing letters and reading to offenders. Volunteers do not perform nursing duties.

The hospice training provides offender volunteers within the prison population the tools necessary to understand and provide compassionate, comforting care to terminally ill offenders. Training content includes a volunteer's role in the prison setting, medical, psychosocial and ethical aspects of life-limiting illness, as well as the spiritual and cultural needs. This seven-hour program is the first prison hospice volunteer training that has been approved by the department for state-wide implementation.

Offender Health Services

In-Cell Programming DORS

In an effort to provide effective behavioral-health services to offenders in restrictive housing, the Division of Offender Rehabilitative Services requested Corizon Health to develop a workbook-based, cognitive-behavioral treatment program called EAGLE —Emotions, Attitudes, Growth, Learning, Excelling. EAGLE is designed to improve and enhance communication, thinking processes, positive reactions to anger, self-esteem, behaviors, and an overall understanding of self through self-directed activities. The program can be customized to different learning styles and abilities, and is also appropriate for offenders with no previous mental health needs.

Offender Health Services

On-site Services

A clinical review of operating nursing protocols allows for procedures that are ineffective or out-of-date to be updated for more effective patient care. The Corizon Health staff conducted more than 2.44 million encounters during Fiscal Year 2015. More than 263,000 were provided by on-site physicians, psychiatrists, nurse practitioners and physician assistants. During Fiscal Year 2015, several programs were utilized to bring services into the facilities without having to transport patients to outside providers, which increases public safety.

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Offender Health Services

Suicide-Prevention Efforts

Numerous policies and practices throughout the department focus on identifying and preventing behavior that is detrimental to oneself, such as intake assessments, empowering all staff to intervene, annual training, and weekly reports on offenders on suicide watch. The department took suicide-prevention efforts a step further by enlisting offenders to understand, identify and prevent suicidal behavior among other incarcerated offenders.

Healthcare contractor Corizon Health produced and distributed informational posters that help offenders spot warning signs, understand myths, and identify when and how to intervene when a fellow inmate may be suicidal. Called “My Brother’s Keeper” and “My Sister’s Keeper” for female institutions, the posters are in English and Spanish and posted in high-traffic areas.

The Mental Health section of Division of Offender Rehabilitative Services and Corizon Health built on this approach to create a powerful informational video for institutional television. The video was produced for offenders by offenders working in Jefftown Production in the Jefferson City Correctional Center. It discusses myths and facts about suicide, interspersed with interviews of an offender who lost a friend to suicide, as well as a suicide survivor. A second video following a similar format for female offenders is in development.

The department takes suicide-prevention efforts a step further by enlisting offenders themselves to understand, identify and prevent suicidal behavior among other incarcerated offenders.

Telehealth DORS

Missouri has pioneered the Corizon Health telemedicine initiative, and to date, 11,354 medical encounters and 15,915 telehealth encounters have been provided to offenders since the project implementation.

Telehealth technology was implemented in December 2009, and by the end of Fiscal Year 2015, all 15 infirmaries at the correctional facilities had telemedicine mobile units, along with an additional unit at the Maryville Treatment Center in Maryville, Missouri. With the implementation of the statewide mental health contract in September 2014, psychiatry is now offered under the umbrella of specialty encounters provided by Corizon Health in Missouri. During Fiscal Year 2015, a combined total of 9,406 telehealth encounters were completed with 4,845 under the category of medical and 4,561 under the category of mental health. The medical total was an increase of 13 percent from the previous fiscal year encounters. Telehealth for psychiatric services was included when Corizon began providing mental health services for the department.

Missouri has pioneered the Corizon Health telemedicine initiative, and to date, 11,354 medical encounters and 15,915 telehealth encounters have been provided to Missouri offenders since the project implementation. Of the 15,915 total telemedicine encounters, 4,234 encounters would have otherwise required offender transport into the community.

Telehealth service has grown since its implementation in December 2009, and the department is experiencing a great response from patients, healthcare providers, departmental and institutional administration. The telemedicine program has grown in its utilization of multiple healthcare disciplines, and patients are seen by telemedicine for evaluations and follow-up treatment in: Chronic Care; General Surgery; Healthcare Director Evaluations; Nephrology; OB/GYN; Oncology; Orthopedic Surgery; Orthotics and Prosthetics; Pain Management; Physician Sick Call; Podiatry; Psychiatry; and Pulmonary Monitoring.

Offender Health Services

DORS Trauma-Informed Programming

With a higher incidence of trauma-related issues among female offenders, research indicates mental health interventions should be trauma-informed and gender-specific. Upon the request from Division of Offender Rehabilitative Services, Corizon Health developed an evidence-based group curriculum that addresses the unique trauma-based presentations of female offenders. The 13-session therapeutic and psycho-educational program helps offenders understand and overcome symptoms related to trauma experiences.

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Offender Health Services

DORS Traumatic Brain Injury (TBI) Screening Project

Research indicates that head trauma is widespread and underreported among incarcerated populations. Through representation of Division of Offender Rehabilitative Services on the Missouri Brain Injury Advisory Council, the department has partnered with the Missouri Department of Health and Senior Services to pilot a federal HRSA grant-supported TBI screening effort for releasing offenders and a training program for institutional staff. Increased awareness of TBI helps staff better understand and work with this population, while screening provides a linkage to community resources upon release for appropriate offenders.

Increased awareness of TBI helps staff better understand and work with this population, while screening provides a linkage to community resources upon release for appropriate offenders.

Offender Management



MCC Pay It Forward DAI DORS

In 2012, George Lombardi, director of the Missouri Department of Corrections, charged his staff with developing avenues for prisoners to practice altruism. He had already seen what happened to offenders who cared for unwanted shelter dogs in the Puppies for Parole program. They trained them, socialized them and prepared them for their forever homes. These offenders reaped more benefits than the dogs because they learned the joy of helping others. Soon he challenged department staff to find new ways for offenders to develop the qualities of selflessness and compassion for those less fortunate than themselves.

The Moberly Correctional Center took up the challenge, and a multi-disciplinary group was established that consisted of mental health professionals, custody staff, and case management staff. The group decided it would start with the offenders in the institution's Therapeutic Community. Volunteers were requested and a program explaining altruism to these offenders was developed. Using the movie "Pay It Forward" was just the beginning. They had classroom practice and developed journals to begin the process.

The structure of the Therapeutic Community stresses civility to each other in the community. The offenders in the program were asked to interact with the rest of the prison population and teach the values they learned. The group developed an agenda for youthful and first-time offenders. As each new group arrived, typically twice a week, offenders in the program explained the conduct and rules of the institutions and tried to mentor the new arrivals in how to avoid the pitfalls of prison life. They wrote a newsletter that stressed the positive programs available and offered advice or listened when needed. The group also determined that it would visit the Prison Infirmary weekly and assist the patients who were there for long periods of time. They brought board games, offered to take them in wheelchairs into the sunshine on nice days, and generally befriended the patients.

After these programs were implemented, the offenders requested to reach out into the Moberly Community. They wanted to provide activities for the children in the area. The first organization they helped was Safe Passage, a domestic violence shelter. The offenders made kites for the children, developed ring toss games and painted pictures that could be auctioned for shelter funding. For the smaller children, they made coloring books.

After that, the offenders reached out to another prisoner population — the mental health offenders. These are the offenders who oftentimes don't fit anywhere within the prison system and have traditionally spent much of their time in segregation housing because they cannot acclimate to their environment. The first meeting between

the Pay It Forward offenders and the mental health offenders was an icebreaker. Offenders from each group teamed up with each other and had to find out information and introduce themselves. During this meeting, one mental health offender was too shy to speak but his partner introduced him and gave information on both of them. Soon after the introduction, the other mental health offender who was too shy to speak finally spoke. That moment showed the value of this program. Throughout the rest of the meeting, the offenders of both groups played games and visited with the Therapeutic Community offenders and their house dog Ricco. Those groups continued to have visits regularly. They play basketball, volleyball and bean bag toss. Activity is extremely important to mental health offenders who struggle with balance and movement. Even offenders with limited movement enjoy themselves. These physical games help to develop sportsmanship and camaraderie between the offenders.

This program has offered more than just parties and sports to the mental health offenders, as it has led to the development of positive relationships that these offenders have never had before. They have learned sports and sportsmanship and the value of a positive community atmosphere, because other incarcerated offenders have taken an interest in them and their wellbeing. Some of these mental health offenders are now living in a general population housing unit where they are also learning tasks required of them to be successful in society. Case Managers for the correctional center have specific goals for them to reach weekly, and they are succeeding.



Offender Management

DAI **DORS** **Potosi Reintegration Unit**

The Potosi Reintegration Unit (PRU) is a 24-bed restrictive-housing unit located at the Potosi Correctional Center in Mineral Point, Missouri. The unit houses long-term, single cell offenders, who have a post-incarceration history of murder, serious assaults and other major conduct violations. The mission of the PRU is to provide realistic and functional intervention for offenders with violent and aggressive behaviors in the least restrictive environment possible that provides security, while promoting optimal adjustment to the institutional life or transition back to society. Offenders in the PRU are asked to give full consent for participation and treatment. The unit supports intervention that will be structured to rehabilitate and utilize professionally accepted standards, strategies and treatment procedures. Program confinements will be evaluated using the criterion of least restrictive alternatives, to the extent that safety/security is not compromised.



Each offender works toward gradually developing self-motivation and positive change through increased levels of social interaction.

Potosi Reintegration Unit - continued from page 25

The PRU is designed to function as an intervention program within the correctional environment. As such, offenders of the program will be expected to adhere to institutional regulations and will be subject to consequences for rule violations as determined by the assigned Disciplinary Hearing Officer. The goal of the unit is to assist offenders in achieving the level of functioning and coping skills necessary to reside in general population or when offenders return to the community.

The offenders referred to this unit can be volatile and have demonstrated extremely violent and sexually inappropriate behaviors. These include serious assaults and attempted rapes of staff and offenders, or the murder of other offenders. Many continued to demonstrate destructive behaviors while in administrative segregation, including setting their cells on fire, continued assaults on cellmates and staff, sexually assaulting cellmates, threats and destruction of state property.

While extremely vicious behavior may have precipitated their assignment, many have been able to utilize the tools they learned in the PRU to successfully reside in general population. For example, one offender had been assigned to administrative segregation for a period of 23 years due to his continued threats and assaults on staff that include punching an officer in the face and kicking another in the stomach. He also continued to demonstrate inappropriate sexual misconduct. In the four-year period prior to his assignment, the offender received 72 conduct violations for assaults and sexual misconduct. He spent approximately two years actively participating in the program and only incurred four minor violations. He was successfully discharged from the unit in 2013 and has not received any additional violations since that time. Another offender had been sentenced to a brief incarceration of six years. He was originally placed in administrative segregation for possessing a four-inch piece of metal that was sharpened on one end and wrapped in cloth on the other. During this assignment, he continually spit and threw urine on staff. In the week prior to his transfer to the PRU, he assaulted staff on four different occasions. Once he transferred to the PRU, he struggled to trust staff members and would try to get them to engage with him in a negative manner. As staff continued to only engage him with positive interactions, he slowly began to participate. His behavior, hygiene and attitude continued to improve, and he eventually began to assist and tutor others.

On occasion, offenders with highly specialized issues are referred. One offender had an issue with swallowing objects whenever he felt he had been wronged by staff. During his incarceration, he has required numerous surgeries. While in the PRU, members of the unit were able to engage with him and work on these issues. Over time, he began discussing his feelings rather than acting out in a

detrimental manner. His hygiene and social interactions improved, as his self esteem climbed. Prior to his assignment to the PRU, he would shy away from discussions and interactions with his peers. At the time of his discharge from incarceration, he was pleasant and jovial, and has continued to be successful. There are many other offenders that have participated in this program with similar background to these offenders, who have also shown positive behavioral changes.

Upon arrival to the unit, offenders are individually assessed and provided IQ testing if not already available. After this assessment, offenders are assigned to programming appropriate for their needs. Programming is geared toward offender skills such as self-awareness, frustration tolerance, conflict management, victim awareness and coping. Each offender works toward gradually developing self-motivation and positive change through increased levels of social interaction. Offenders are expected to remain free of conduct violations, remain medication compliant, participate in individual and group therapy, and attend programming all in an attempt to direct them toward re-socialization.

A committee consisting of the PCC Administration, PRU Functional Unit Manager, assigned Case Manager, Administrative Segregation Lieutenant, Housing Unit Sergeant, Chief of Mental Health, Psychologist or other QMHP, Medical Representative and class facilitators provide oversight for the program. The purpose of this committee is to review the assigned offenders on a monthly basis for current progress and participation. The committee will outline expectations for each offender for the next review period and review recommendations made by the Behavior Management Team. Incentives for positive behavior and accomplishment of goals will be considered.

Incentives are specifically geared for each individual. The team found that motivations differed, therefore, it was necessary to find some activity or reward specific to each offender. These incentives include in-cell opportunities, such as puzzles, Walkmans, audiobooks and additional library books. Each incentive was reviewed for the appropriate IQ applicability. An offender with low IQ may enjoy a simple puzzle, whereas an offender with a high IQ may prefer an advanced Sudoku. If the wrong incentive was given, low IQ offenders became very frustrated, while higher IQ offenders felt insulted. As the offenders advanced in the program, out-of-cell opportunities were created. This involved developing special seating for both classroom and recreation areas. Offenders, who had been in administrative segregation, were now able to be in a classroom with other offenders and attend programming which allowed interactions, with not only staff, but their peers. Outside recreation progressed to offenders participating together in recreation. This began slowly with them being confined to their chair and playing IQ appropriate games, such as checkers and chess.

Benefits of the PRU are measured by a consistent decrease in conduct violations, uses of force, staff injuries and property damage, but also by the increase in offender positive behavior and staff morale.



Potosi Reintegration Unit - continued from page 27

The team found that incentives took on a variety of avenues and were allowed to participate in restorative justice projects. For instance, in the spring, several offenders were given Styrofoam cups with garden seeds to grow in their cell. Then these seedlings were replanted in the Restorative Justice garden. Offenders were allowed to work on mathematical flash cards that were donated to a local charity where they were distributed to underprivileged children, building a sense of accomplishment in offenders, who had not had these avenues before. An Art Therapy class was created, where offenders were allowed to draw whatever they wish and then share what they had created with their peers. The psychologists explained how this created an outlet for them to express their feelings, both positive and negative, in an appropriate fashion. Later, a cinema therapy class was created where portions of films were shown and then discussions were had about what the characters feelings were and what choices they had. This allowed several introverted offenders who may have been without access to any type of video for many years to interact, which helped promote positive social adjustment by allowing them to work on basic social skills.

It is imperative to understand what motivates offenders to continue advancing in the program. That may require finding specific incentives for each offender. For example, an offender had not spoken to his mother since they were both incarcerated approximately 15 years prior for the same crime. He received a letter from her indicating that she was sick and battling a terminal illness. Staff in the PRU arranged for the offender to have a brief conversation with his mother over the telephone. While he had been participating and doing well in the program, this phone call seemed to break down an emotional barrier. His attitude toward staff took a dramatic turn, and he began to engage more during class. These incentives are used as a positive reinforcement for good adjustment, allowing offenders to see tangible results to boost their morale. In addition, intervention strategies were explored for negative behaviors and levels of regression. Intervention strategies included the removal from a specific class, loss of one or more incentives or the delay in earning incentives. When the offender's behavior improved, he began to earn these incentives back.

Recurring benefits of the PRU are not only measured by a consistent decrease in conduct violations, uses of force, staff injuries and property damage, but also by the increase in offender positive behavior and staff morale. Prior to the establishment of this unit, long-term, single cell offenders were housed in segregation with little to no social interaction and minimal opportunities to demonstrate pro-social skills. Through this program, it is now known that offenders can be reintroduced safely to the general population within correctional centers and throughout communities across the state.

DAI DORS **Secure Social Rehabilitation Unit**

The SSRU at the Jefferson City Correctional Center provides clinically appropriate treatment for offenders with severe mental illness who have difficulty functioning in general population.

As the number of offenders with chronic mental illness increased, the department explored innovative approaches to better serve this population. The Secure Social Rehabilitation Unit (SSRU) was a program proposed by institutional staff members who saw the needs of mentally ill offenders and wanted to provide assistance to them. Along with assistance of the department's mental health contractor, a pilot was developed at the Jefferson City Correctional Center in Jefferson City, Missouri, which provides clinically appropriate treatment for offenders with severe mental illness who have difficulty functioning in general population.

This secure housing unit operates on an incentive system, allowing offenders to progress through six levels, earning privileges at each step and working toward reintegrating back into general population. Working together as a compassionate and caring team in the SSRU, institutional and mental health staff members enhance the treatment of mentally ill offenders, providing a safe environment that can greatly improve the institutional life for dozens of mentally ill offenders.



DAI **Therapeutic Communities**

Several institutions created therapeutic communities for those offenders who want to make a change in their lifestyle. In the therapeutic communities, offenders identify their criminogenic needs and ways to address those needs in order to develop pro-social behaviors. The structure of the therapeutic community stresses civility to each other in the community. Offenders hold each other accountable for their behavior and take charge of the happenings within their unit. The therapeutic community concept doesn't require any additional staff and doesn't cost any state tax dollars.



Transition of Kansas City Release Center to minimum-security prison



On Sept. 1, 2015, the Department of Corrections transitioned the Kansas City Community Release Center (KCCRC) located in Kansas City, from its role as a release center under the authority of the Division of Probation and Parole, to a minimum-security facility within the Division of Adult Institutions. The existing facility received minor security upgrades throughout the summer of 2015, while probationers and parolees that were housed at the release center were transitioned into the community. The department announced the transition of the release center into a minimum-security facility in February 2015 and completed the transition by its target date of September 2015.

The new facility known as the Kansas City Reentry Center (KCRC), has a population capacity of 410 offenders. The mission of the facility will be to prepare offenders for successful reintegration back to their communities. The population includes offenders from Jackson County and the surrounding counties. They are minimum-security offenders, who are slated for release within 15 months. In preparation for release, offenders are provided with intensive pre-release services and program opportunities based on their specific needs. Through the work of the KCRC Transition Sub-Committee, a Reentry Intake Panel was developed to assist offenders in planning for successful reintegration into the local community. The Reentry Intake Panel is composed of Case Management Staff, Medical and Mental Health Staff, Reentry Activities Coordinators and the offender. The panel meets with each offender within the first 30 days of arrival, followed by other panels at intervals deemed necessary during completion of programming, and then again, within 30 days of release.

The panel identifies criminogenic needs and addresses those needs through core reentry programming and specialized pre-release services. By assessing and re-assessing the assets and liabilities of each offender in a personalized case management setting, a unified reentry plan is developed that strengthens the likelihood of productive living upon the offender's release.

OD P&P Community Reentry Contracts

Since 2009, the department has been awarding contracts to community organizations designed to address the needs of individuals under the supervision of the Division of Probation and Parole. By providing the tools necessary to be successful, offenders are put on the path to becoming law-abiding citizens. The goal is to provide access to these tools through vital services and programs that have been identified by local communities. Offenders who are connected to the services and programs they need to be successful can reduce the re-offense rates among offenders under supervision.

Services provided through these reentry contracts include: transportation, housing, basic essentials, identification, employment, mental health treatment, substance abuse treatment, mentoring, academic education, vocational education and family assistance. For the last seven years, 280 contracts have been awarded, providing services to approximately 29,958 clients on probation, parole or conditional release. Significant reductions in technical violations and new crimes resulting in prison or a prison return have been seen.

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OD DHS DAI P&P DORS Difficult Discharge Planning Committee

The Southeast Correctional Center (SECC) in Charleston, Missouri established a Difficult Discharge Planning Committee to assist offenders being released that have mental health issues or behavioral issues which may impact their ability to successfully live in the community. It is a multi-discipline committee consisting of case management staff, medical staff, mental health staff, parole staff, and Volunteers in Corrections, who assist with community resources.

The committee develops a plan to identify barriers and criminogenic needs in order to address those needs prior to the offender's release with a goal of assisting the offender in becoming a productive, law abiding citizen. The committee meets regularly to ensure the plan for the offender is followed.

In addition to the Difficult Discharge Planning Committee at SECC, reentry staff members within the department routinely assist incarcerated offenders, throughout the state, who have mental health issues or behavioral issues prior to their release to ensure successful reentry back into their communities.

Partnerships provide opportunities OD

Federal and state partnerships help offenders apply for benefits, assist in resolving child support issues, find stable housing and search for employment.

The Reentry Unit has developed several partnerships with federal and state agencies to ensure offenders are successful when they are released from incarceration. These partnerships can help offenders apply for benefits, assist in resolving child support issues, find stable housing and search for employment.

One example is the partnership between the department and State Technical College of Missouri, which offers Department of Labor assistance to unemployed and under-employed offenders. Through the MOWINS program, released offenders are able to receive training and certification in the growing and diverse fields of healthcare, manufacturing and information technology. To date, 120 inmates have received their National Career Readiness Certificate.

The department has partnered with Social Security Administration (SSA) to implement and enhance the pre-release Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) application or reinstatement process. This process allows department staff to assist disabled offenders to apply for benefits prior to release, and assist offenders in getting benefits reinstated.

The department's partnership with Social Services - Division of Family Support (DFS) allows the Reentry Unit to implement a personalized case management system to address child support issues. This partnership implemented a pilot program that allows representatives from DFS to enter correctional facilities and make monthly presentations to offenders who are nine months from release. Offenders who need more personalized assistance in addressing specific child support issues are allowed to meet personally with Child Support Enforcement representatives to begin planning and strategizing for reentry. Services that could have only been provided after release are now able to be planned prior to release, allowing for communication between representative and offender for payment plans, and the coordination of future meetings and hearings.

The Missouri Governor's Committee to End Homelessness (GCEH) and the Missouri Reentry Process (MRP) steering team created the Joint Committee for Reentry Housing between the Department of Corrections and the Department of Mental Health to address the issue of assisting offender in locating suitable housing. The Joint Committee has developed a web-based interactive map that assists caseworkers in finding housing resources for ex-offenders. Caseworkers understand the resources in their communities, but as ex-offenders look to move outside the area, it can be time consuming connecting to those resources. The requirements or disqualifiers for housing programs vary across the state and searching for one housing resource to fit the ex-offender's need can be challenging. This resource will be beneficial to both offenders and staff.



Prison Performing Arts

Prison Performing Arts (PPA) is a multi-discipline, literacy and performing arts organization that uses the arts and theatre as an avenue for personal transformation. PPA began working with incarcerated offenders more than 20 years ago as part of the reentry programs offenders engage in before their release from custody. PPA has adult programs for men and women incarcerated at the Northeast Correctional Center, Missouri Eastern Correctional Center, and Women's Eastern Reception, Diagnostic and Correctional Center. Trained theater professionals from PPA lead the program's participants to write, rehearse and perform theatre in order to inspire curiosity and strive for excellence, while developing teamwork and communications skills that are necessary for a successful return to their communities.

PPA also has an Alumni Theatre Program, which offers those performers who have re-entered society a supportive and productive way to continue honing their artistic skills by performing within the St. Louis area.



Video Resumes & Employability Skills

In 2012, the department started the concept of video resumes for offenders who were preparing for their release from prison. Offenders faced a major obstacle of being hired upon release because employers may be afraid to hire ex-offenders because it would represent a risk to their business or fellow employees. Staff members believed many offenders could dispel these concerns if they could showcase their skills and work ethic. Offenders were taught how to promote themselves by first acknowledging the mistakes they had made before quickly expounding on the positive programs and training they had been involved with in prison. Offenders also added in their resumes what they could offer to a potential employer.

In 2015, video resumes have been coupled with a new Employability Skills program, which trains offenders in finding the right job, interviewing, and sustaining employment and professionalism. Video resumes provides the means to apply those skills and demonstrate them to potential employers. After successfully completing the eight-week Employability Skills program, offenders will be given the option to develop a video resume.

Before the end of the 2016 calendar year, the Video Resume program will be expanded to include all correctional centers.

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Religious and Spiritual

Offenders attending Broken and Beautiful services are able to learn in a non-judgmental atmosphere, and they enjoy fellowship with other broken people who are walking on God's healing path.

Broken and Beautiful

Broken and Beautiful is a group of 10 volunteers who minister through Broken and Beautiful services at the Women's Eastern Reception Diagnostic and Correctional Center in Vandalia, Missouri. It is a grace-full ministry that speaks uniquely to female offenders. The volunteers for Broken and Beautiful are helping offenders learn how God can take the broken pieces of their fragmented lives and turn them into something beautiful and useful for his glory. The volunteers are genuine Christ-followers who also have their own imperfections, but who have experienced Jesus' forgiveness and love.

Offenders attending Broken and Beautiful services are able to learn in a non-judgmental atmosphere, and they enjoy fellowship with other broken people who are walking on God's healing path. These services reach offenders, who describe the experience as grace-filled, powerful, life-giving, life-changing, affirming and hopeful.

Religious and Spiritual

Celebrate Recovery® Inside

Celebrate Recovery Inside is the prison and jail extension of the Celebrate Recovery Ministry, which is a program founded by John and Cheryl Baker of Saddleback Valley Community Church in Lake Forest, California. This ministry program, which is in the majority of the department's correctional centers, encourages fellowship and celebrates Christ's healing power in the lives of people as they work their way along the road to recovery. Lives are changed as experiences, strengths and hopes are shared with one another, and individuals become willing to accept God's grace and forgiveness in solving life's problems.

Many anonymous programs provide help for a single issue, such as alcoholism, drug addiction, gambling, overeating and more. Celebrate Recovery and Celebrate Recovery Inside deals with the whole person, every kind of issue that keeps people from being who God created them to be. One may have an alcohol and drug addiction, as well as struggle with sexual addiction, difficulty in overcoming a history of physical or sexual abuse, or anger and codependency issues, all at the same time. By working through the principles, participants grow spiritually, and are freed from their hurts, hang-ups, and addictive habits. This freedom creates peace, serenity, joy, and most importantly, a stronger personal relationship with others and the personal, loving

and forgiving higher power, Jesus Christ.

Since 1991, Celebrate Recovery has grown from one group at Saddleback Church to thousands of churches throughout the world. In 1998, a faith-based prison program in New Mexico began to use Celebrate Recovery and quickly grew to five prisons. Since then, many prisons and jails in the U.S. and other countries use Celebrate Recovery.

Celebrate Recovery Inside provides a natural transition back to the community from the institution since there are churches that have Celebrate Recovery in many communities. Additionally, there is an opportunity for the family of the incarcerated person to receive help as they become involved in Celebrate Recovery at the local level during their loved one's incarceration.



Religious and Spiritual

DHS First Baptist Church of Vandalia

Congregations may not respond the same when they discover a prison is moving into their community. The First Baptist Church (FBC) of Vandalia, a small town church that is more than 100 years old, welcomed the Women's Eastern Reception, Diagnostic and Correctional Center as a new mission field being opened right on its front door. From the very beginning, the congregation has been heavily involved in religious and spiritual programming at the prison. Currently, FBC has 17 qualified and gifted Volunteers. They conduct a weekly bible study in the prison's reception and orientation unit, hold weekly bible study in general population, and lead the primary Christian general services on Sunday mornings six times a year. FBC is very much involved in the ministry and reentry efforts through the Beauty for Ashes Program in Housing Unit 8, and every year FBC facilitates the Christmas Agape Festival in the gym.

The Agape Festival is a simple and effective program. Offender housing units are released to the gym separately on a specific Saturday near Christmas. They are greeted by volunteers who provide Christmas cake and punch for each offender. Offenders are then treated to a program of live Christmas music with a great praise band and singers. The Christmas story is told briefly and simple prayers for God's blessings are said to the offenders and their families. In 2015, nearly 700 offenders attended the Agape Festival along with 28 volunteers and outside guests. Several of the offenders, who have been incarcerated longer than others, commented that it was the best Agape Festival.



Religious and Spiritual

Transition Training DHS

Transition Training was implemented in 2008 by the former Potosi Correctional Center Chaplain Herb Conley. The program focuses on five temperaments (melancholy, phlegmatic, choleric, sanguine and supine) from a faith perspective, either non-sectarian or Christian, and assesses specifically why one acts the way one acts. Actions are driven by a desire to have one's perceived needs met. Basic needs are identified and how they are being met or not met. This program allows offenders to navigate a path to successful living by understanding their unique temperament, and helps offenders become capable of understanding those around them. This program provides tools to make an easier transition back into society and even make a positive impact in society. It nurtures the understanding that they were created for a divine purpose, which gives their lives meaning and value. Meditation and visualization are utilized during the program. A personal profile is completed for each participant so the offenders can see changes that will lead to becoming a productive member of society who gives to others instead of always looking to get from others.

Restorative Justice

Garden Program OD DAI



Every year the Missouri Department of Corrections Restorative Justice Garden Program donates tons of fresh produce to local food pantries, shelters, churches, nursing homes and other organizations throughout the state. With the help of corrections staff, volunteer offenders learn about compassion and altruistic behavior by growing food for families in need in their local communities.

The program operates without the assistance of taxpayer money and grows a variety of produce every year at all 21 adult institutions and three of the community supervision centers of the Division of Probation and Parole in Missouri. Offenders typically start cultivating the garden plots in April, while the harvesting usually begins in July and ends in late fall. All of the seeds and plants for the gardens are donated to the institutions, and in return, all the produce grown is then donated. In addition to donating produce, several institutions donated whole plants to various outreach organizations in Missouri.

For many of the local food pantries, shelters and other organizations that receive the produce, the offender-grown produce is the only

fresh produce that is available. Nursing homes take donations from the institutions to incorporate the fresh fruit and vegetables into the meals for its residents.

Restorative Justice Garden coordinators receive letters of gratitude from the beneficiaries of the donations, expressing their appreciation for the fresh produce that they can use to feed those in need.



Restorative Justice

DAI Puppies for Parole

The Puppies for Parole program began in February 2010 as a way to reduce the number of dogs living out their lives in cages or being euthanized, while providing offenders with a positive and meaningful experience, in an effort to transition them back into being successful members of a community when released from incarceration. Through partnerships with animal shelters and animal advocate groups statewide, selected offenders in 19 of the state's 21 correctional centers have the opportunity to become trainers to rescue dogs in the program. Offenders work with the dogs teaching them basic obedience skills and properly socializing the animals, making them more adoptable. Once the dogs have successfully completed the program, they are adopted through their original shelter. Since its inception, thousands of fully trained and socialized dogs, that are trained to pass the American Kennel Club's certification for obedience, have been adopted. The program uses no taxpayer money, operating solely on private donations and donations from offender organizations.



There are multiple benefits to this program. It gives offenders the skills necessary to support successful rehabilitation and reentry, ultimately improving public safety. Offender handlers in the program are enrolled in an apprenticeship program through the U.S. Department of Labor. Through formal training, individualized study and hands-on training, offender handlers earn a certificate in animal handling, which is recognized in all 50 states. At the same time, this is an opportunity for the offenders to repay a debt to Missouri communities for their crimes. The program has a profound effect on the inmates and staff, enhancing staff morale and increasing the safety and security of the facility.

The dogs have a remarkable impact on the offenders, improving their behavior and giving them incentive to maintain excellent conduct records. Offenders not directly involved in the program show responsibility and selflessness through donations to support it.

While many of these dogs have been welcomed by individuals and families, some of these dogs are specially trained to work with the disabled, special needs children, veterans and mental health patients

through our Advanced Puppies for Parole program. This advanced training program helps to place potential adopters with a specific certified helper dog. Advanced Puppies for Parole helper dogs provide a range of services including: companion dogs; visiting dogs that are used in hospitals, schools, courts or in therapy sessions; skilled dogs for those with special needs; or specialty dogs used to engage others during therapy sessions.

Advanced Puppies for Parole has provided trained dogs to the Missouri School for the Deaf, veteran's hospitals, Department of Mental Health, childcare facilities, nursing homes and other organizations. The prisons have also adopted dogs which now visit the mental health, transitional care, medical treatment and palliative care units.

The Puppies for Parole program received received the 2010 Governor's Award for Quality and Productivity in the Innovation category. This is a team award recognizing service excellence, efficiency, innovation, technology, process improvement and employee development in Missouri state government. In 2015, the Puppies for Parole program was named a semifinalist in the 2015 Innovations in American Government Award competition sponsored by the Ash Center for Democratic Governance and Innovation in the John F. Kennedy School of Government at Harvard University.

Restorative Justice



Restorative Justice Efforts OD DAI

In 2015, more than 31,300 offenders volunteered over 1.7 million hours on projects in the Restorative Justice Program. More than 529,200 items were donated to non-profits, charities and victims around the state, such as schools, veterans, veterans' homes, shelters, hospitals, community events, foster care children, food banks and long-term care facilities. ParentLink has continued to receive numerous crocheted hats for their Shaken Baby program.

Items are also made and donated to an organization called KidSmart. Donated items are located in the KidSmart warehouse in the St. Louis area, where teachers have the ability to come in and shop, free of charge, for classroom materials. More than 14,600 offenders volunteered more than 544,300 hours to work on projects for this organization during 2015.



Medication Assisted Recovery and Treatment

Several institutional treatment centers at the correctional centers are providing offenders in treatment a unique opportunity to address their opiate and alcohol addictions. Eligible offenders at these treatment centers, who will be released to St. Louis and Kansas City, may volunteer to participate in one of several Medication Assisted Treatment projects. Offenders in institutional treatment are screened for opiate and alcohol addictions and for mental health and medical eligibility. Those who wish to participate and are eligible receive a pre-release injection of Vivitrol, an injectable form of Naltrexone. Upon their release from incarceration, offenders continue with medication assisted recovery and outpatient treatment in St. Louis and Kansas City. The projects are a culmination of effective partnerships among the Department of Corrections, Gateway Foundation Inc., Department of Mental Health, Corizon Health, New Beginnings Alt-Care, Gateway Free & Clean, Heartland Center for Behavioral Change Free & Clean, and Rediscover Alt-Care.

Missouri was the first state to provide the opportunity for pre-release medication assisted recovery in a state prison setting in Fiscal Year 2014. Missouri is also featured in a training film released by Bureau of Justice Assistance to introduce correctional staff to the value of Medication Assisted Treatment on offenders with addictive disorders.

Missouri was the first state to provide the opportunity for pre-release medication assisted recovery in a state prison setting in Fiscal Year 2014.



Northeast Correctional Center Special Needs Program

The special needs program at the Northeast Correctional Center in Bowling Green, Missouri is for offenders who have been ordered by the courts or the Missouri Parole Board to 6-12 months of institutional treatment for substance use disorders. This special needs program has 62 dedicated treatment beds for offenders with a variety of special needs. Offenders assigned to the 31 lower bunks are individuals whose mobility restrictions result from a range of health conditions and preclude their participation in institutional treatment at other locations. The 31 upper bunks are reserved for offenders with moderate to serious mental health conditions and cognitive limitations who need more individualized care in a small, therapeutic program environment. Staff to offender ratios allow more attention to the individual needs of offenders. Every offender who completes treatment receives an appointment for continuing care in the community.

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