

A Safer Missouri and the Standard of Excellence in Corrections

Missouri Department of Corrections

Missouri Reentry Process Report to the Governor 2014

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Introduction

97% of Missouri incarcerated offenders will be released back into the community. The Missouri Department of Corrections recidivism rate has been declining since 2005. In 2005, the recidivism rate was 48.23% for all releases and 43.9% for first time releases. The most recent recidivism rate is 44.9% and 36.1% respectively for offenders released in 2012(as calculated on June 30, 2014). Department of Corrections and partnering agencies continue in working towards reducing this rate of recidivism further. As stated in previous years, for each new crime there is a new victim and new costs to Missouri's communities. The Missouri Reentry Process continues to work with partners to change this course and enhance reentry efforts so that offenders are better prepared to reintegrate back into the community and to be more successful in their community supervision and to lead positive, productive lives. The Department of Corrections continues to be devoted to building on the groundwork of the collaborative efforts that have taken place since the Missouri Reentry Process Initiative began.

As directed by Executive Order 09-16 signed by Governor Jay Nixon on March 23rd, 2009, the Missouri Department of Corrections continues to lead an interagency steering team for the Missouri Reentry Process.

The Missouri Reentry Process Steering Team continues to meet regularly to work toward integrating successful offender reentry principles and practices into state agencies and communities throughout Missouri, resulting in partnerships that enhance offender self-sufficiency, reduce recidivism, and improve public safety. The report to follow provides the history of the Missouri Reentry Process, a summary of the accomplishments made through collaborative initiatives in 2014, a summary of challenges the team faced during 2014, a discussion of outcomes to date, and a brief summary of the work that the team will pursue in 2015.

History

Missouri was chosen as the first state to implement a model created by the National Institute of Corrections in 2002. This philosophical framework is designed to improve the offender transition process during incarceration in an effort to increase public safety, diminish new victimization, make efficient use of state and local resources, and to ensure offenders are prepared to be productive, law-abiding citizens.

Based upon analysis of Missouri's quantitative and qualitative baseline data, the Missouri Reentry Process Steering Team identified factors that are highly correlated with successful transition or recidivism and developed strategies to address these factors. These factors included substance abuse, medical and mental health, transportation, education, employment, housing, family, and information sharing. Data reflects that when these factors are addressed by a comprehensive case management plan with links to the community, offenders are more likely to be successful, thus, communities are safer.

The model indicates the Department of Corrections alone cannot effectively address all issues offenders face upon release into the community. Therefore, by forming strategic and tactical partnerships that enhance offender self-sufficiency and public safety, the mission of the Missouri Reentry Process Steering Team is making a difference in the number of successful offenders in our communities.

The MRP Steering Team continues to demonstrate one of the most extraordinary collaborations in state government and is comprised of the Department of Corrections, Department of Mental Health,

Department of Social Services, Department of Elementary and Secondary Education, Department of Economic Development, Department of Revenue, Department of Health and Senior Services, Department of Public Safety, Department of Transportation, US Probation, and the Office of State Courts Administrator. In addition, membership also includes community organizations representing crime victims, law enforcement, treatment providers, the faith-based community, children of incarcerated parents and any others deemed necessary to accomplish the mission set forth. We are anticipating an expansion in membership representation on the MRP Steering Team during the upcoming year.

The Team recognizes that without assistance many ex-offenders will fail at leading law-abiding lives when they return home. This can result in new crimes being committed with a huge cost to taxpayers and their communities. Through identified shared resources, the team continues to identify and implement strategies to keep offenders from returning to prison. These partnerships enhance offender self-sufficiency, reduce re-incarceration and improve public safety.

Accomplishments

1. The Missouri Reentry Process (MRP) continues as a national model

The Missouri Department of Corrections, along with the MRP Steering Team, has provided consultation on best practices for many states throughout the past several years. Director Lombardi is often called upon to present best reentry practices to states across the nation. Our Department representatives, as well as other members of the Missouri Reentry Process Steering Team, have assisted numerous states in reentry initiatives and efforts. The Department of Corrections and members of the MRP Steering Team continue to be called upon by other states and organizations for presentations, sharing of best practices and brainstorming of solutions to barriers. In the past year, we have assisted Iowa and Connecticut in expanding knowledge regarding Missouri reentry efforts and partnerships to assist in more successful offender transition.

2. MRP Community Teams expanded across the State of Missouri

Local community MRP teams across the state of Missouri continue working together to identify barriers to reentry in their communities, such as housing, employment, transportation, substance abuse, medical and mental health treatment needs, etc., in order to meet the needs of reentering citizens, making local communities stronger and safer. Twenty-six community teams (representing forty-six Probation and Parole District offices) comprised of community organizations, local and state agencies, faith-based organizations, Probation and Parole staff, local law enforcement, judiciary representatives, local businesses, treatment providers, victims, offender family members, ex-offenders and Division of Adult Institution staff, continue to work together strengthening local community reentry efforts and addressing reentry barriers. These teams collaborated together organizing fifteen local community reentry conferences and resource fairs across the state of Missouri to connect offenders with local reentry service providers and to promote networking.

3. Department of Corrections partnered with U.S. Department of Labor Apprenticeship Program

This initiative has resulted in Missouri Vocational Enterprises (MVE) positions qualifying for official apprenticeships. Approximately fifty (50) positions within MVE qualify for the U.S. Department of Labor's Apprenticeship Program. Since 2009, MVE has issued 1173 Certificates to offenders that are recognized by the U.S. Department of Labor. MVE has 413 offenders currently pursuing an apprenticeship. The Department of Corrections is collaborating with The Fathers' Support Center of St. Louis to assist high risk – high need offenders secure training and certification in the manufacturing and industry fields. This program is the result of a grant from the U.S. Department of Labor designed to assist offenders secure fulltime employment and reduce recidivism in St. Louis City. The Department of Corrections continues to partner with Missouri community colleges through the MOHEALTHWINS and MOMANUFACTURINGWINS grant program offered through the Department of Labor to assist in training and certifying offenders in the growing healthcare and manufacturing fields unique to Missouri.

4. Department of Correction partnered with Department of Social Services to implement and enhance the pre-release Medicaid application process

This process allows the Department of Corrections' staff to assist offenders to apply for Medicaid prior to release. The targeted groups are age 65 and older, pregnant, serious/chronic medical or mental health issues, developmentally disabled, blind, and under age 19. The offenders will be notified within 3 days of their release from prison if they qualify for Medicaid benefits and will have access to both medical and mental health services without interruption of treatment plans.

5. Department of Corrections partnered with Missouri Department of Economic Development and the Division of Workforce Development to address employment pre and post-release

Representatives from the Department of Economic Development, Division of Workforce Development visit prisons to provide appropriate career training services, including labor exchange services, as defined by the Wagner-Peyser Act, and employment and training services in accordance with the Workforce Investment Act of 1998 (WIA) to incarcerated offenders. The Division of Workforce Development utilizes the Next Generation Career Center model, which allows the job seeker to enhance interviewing skills and resume building at minimum and medium security correctional centers. Offenders are encouraged and referred to local Missouri Career Centers upon release for additional training and job searching. Division of Workforce Development staff participate in resource/job fairs organized at minimum and medium security prisons for offenders who are six-twelve months from release.

6. Department of Corrections partnered with Missouri Veterans Commission and the Department of Veterans Affairs

Incarcerated Veterans Reentry Coordinators provide educational and informative presentations to incarcerated veterans during the transitional phase of reentry before reentering Missouri communities. Incarcerated veterans are informed and educated on the services and resources available to them after

release, as well as provided the opportunity to complete applications for benefits and services before release. The partnership ensures incarcerated veterans are able to receive the reentry services necessary for successful transition into Missouri communities.

7. Department of Corrections partnered with Department of Revenue, Department of Health and Senior Services and Social Security Administration to assist offenders to obtain state identification cards prior to release

Historically, offenders were released from prison without identification needed to obtain employment, rent an apartment or apply for benefits. The Department of Corrections formed partnerships with Department of Health and Senior Services, U.S. Social Security Administration and Department of Revenue in order for staff to assist offenders in obtaining the necessary documentation to obtain identification prior to release from incarceration. In 2014, the Missouri Department of Health and Senior Services secured over 3200 Missouri Birth Certificates for incarcerated offenders. In 2014, the Missouri Department of Revenue secured over 1400 Missouri Non-Drivers License State Identification Cards for incarcerated offenders. These source documents, along with a verified Social Security Card, allow a reentering citizen the opportunity for a better transition to life after incarceration.

8. The Department of Corrections has partnered with the Department of Mental Health to provide continuity of care for offenders with mental illness

For offenders with severe mental illness, DOC mental health staff, through the Missouri Coalition for Community Behavioral Healthcare, link offenders to mental health services in the community where they will be residing. DOC mental health staff conduct pre-release screenings and share assessment and treatment information with the receiving community mental health center. The “MH-4 Project” helps guarantee that the most severely mentally ill will have access to treatment, medication, and community support services. Another initiative, the Community Mental Health Treatment program (CMHT) allows probation and parole officers to refer offenders under supervision to community mental health centers for treatment. The CMHT program provides limited subsidies to ensure access to treatment with the goal of reducing recidivism and improving functioning within the community. Both of these programs operate at no cost to the taxpayers, with funding provided from supervision fees paid by all offenders on probation and/or parole.

9. Department of Corrections partnered with Department of Mental Health to provide pre-release medication to reduce risk of relapse for offenders completing institutional treatment and are returning to the St. Louis area

This pilot is the first research project of its type in state prison based treatment settings for offenders with substance abuse disorders who complete their institutional treatment, start on Medication Assisted Treatment and then are being released to the community for the continuation of care. Eligible offenders receive their first Vivitrol injection a few days before release to reduce the risk of rapid post-release relapse and then continue on both the medication and outpatient treatment in the community. Close collaboration is the key to pilot success as the pilot participants are monitored closely to determine their

response to the medical and substance abuse treatment interventions, as well as their compliance with Probation and Parole expectations. This pilot will continue for 2 years and a report will be submitted with the findings at that time.

10. Department of Corrections partnered with Department of Mental Health to identify a new substance abuse treatment service referral process for high risk individuals

A new referral process was implemented in 2012 for individuals under supervision in the community and those completing institutional substance abuse treatment. The offenders served by this referral process are those whose severe substance abuse problems contribute to a high likelihood of recidivism. The process is designed to ensure those who present the greatest risk for repeated criminal behavior and continued substance use will receive an expedited clinical assessment and placement in an appropriate level of care with a community provider. Research indicates that high risk offenders who receive immediate, ongoing services in the community have a greater likelihood for successful reentry. From January through December of 2014 there were 520 high risk offenders scheduled for appointments with community providers. Approximately six hundred institutional treatment graduates and approximately 1,900 offenders on supervision in the community receive this opportunity each year. Department of Mental Health data, for the individuals graduating from institutional treatment, reveals that this referral process has reduced, by a few weeks or more, the waiting period for community services for these high risk offenders.

11. Department of Corrections contracts with Kansas City Crime Commission

Contracted services provide post-release wrap around services to offenders returning to the Kansas City area. These services include goal plans, one-on-one assistance from experienced case managers, access to classroom training to assist with personal goals, information and referral to meet basic needs and personal goals, staffing with Parole officers, the participant, the Kansas City Police Department, Second Chance Staff, and other relevant parties.

12. Department of Corrections contracts with Big Brothers Big Sisters Amachi

For 11 years, Big Brothers Big Sisters has been building a systemic relationship with the Missouri Department of Corrections around children of incarcerated parents. Through an initiative called Big Brothers Big Sisters Amachi Missouri (BBBSAM), current inmates are able to refer their children to the Big Brothers Big Sisters program – thereby aiming to break the cycle of incarceration by providing responsible mentors for their kids. 99% of Amachi Littles avoided the Juvenile Justice system. In 2014 1,022 children affected by incarceration were served statewide and 97.2% of the Amachi Missouri matches celebrated their one year anniversary. In addition to being committed to NO ENTRY of Little Brothers and Little Sisters into the correctional system, BBBSAM is committed to NO RETURN of parents to prisons.

13. Department of Corrections partnered with Department of Social Services, Family and Community Trust (FACT) and ARCHS for sponsorship of the annual Missouri Reentry Conference

Positive and productive working relationships among the Department of Social Services, Family and Community Trust, ARCHS and Department of Corrections continue to enhance efforts in developing, promoting and presenting the annual MRP conference. Even though a number of community based organizations and state agencies continue to be severely impacted by the economy, attendance figures increased by 10 for the 2014 conference, bringing the total number of participants to 360. Feedback and evaluations of this conference continue to indicate great satisfaction with the training opportunities, presentations that have been offered and networking that occurs to increase reentry efforts in our state. Survey results indicated 91.3% learned something new and 93% would apply what they learned to the work they do. Best Practices are often shared at these conferences and insight is gained in ways to enhance reentry efforts in communities throughout the state, resulting in safer communities for everyone.

14. The Department of Corrections continues to support faith-based reentry programs, among many others, as an option for interested offenders

Faith-based organizations in Missouri continue to support offenders in successful reentry. The Beauty For Ashes program, located at the Women's Eastern Reception and Diagnostic Correctional Center, continues to rehabilitate, encourage, and assist female offenders during incarceration in preparation for reentry into Missouri communities. Through intensive case management, quality employment services, and healthy support systems, the Beauty For Ashes program continues to be successful with a recidivism rate of less than 10%.

Catholic Charities' Turnaround program continues to provide post release services for offenders returning to Jackson, Clay, Platte and Cass Counties in Missouri. Incarcerated offenders at the Western Missouri Correctional Center, Western Reception Diagnostic Correctional Center, Chillicothe Correctional Center and Women's Eastern Reception Diagnostic Correctional Center are interviewed and screened for this voluntary program. Through intensive case management, job development, employment preparation, education and mentoring, offenders are equipped with the support and tools necessary to assimilate successfully back into society. Catholic Charities is successful with a recidivism rate of less than 15%.

The Department continues to assist in the planning and coordination of the "Open Gates, Open Hearts Annual Faith-based Reentry Conference" in Columbia, Missouri. Over one hundred persons from Missouri, Kansas and Illinois attended the conference. Faith-based organizations from all over the state were able to share best practices, network and build relationships, as well as hear from offenders who have benefited from faith-based programming during their reentry journey. Many organizations in the faith-based community partner with the Department of Corrections in providing vital reentry services which assist offenders in successful reentry.

15. The Department of Corrections has initiated an Offender Video Resume Project

The Video Resume Project is designed to assist and equip educationally and vocationally trained incarcerated offenders in overcoming employability barriers upon reentry to society. The purpose of the Video Resume Project is to provide ex-offenders with a creative tool (video resume) useful in fostering dialogue with a potential employer about skills and abilities. The video resume accomplishes three key tasks: addresses past criminal history in a forthright manner, accentuates the employment skills and

vocational training acquired during incarceration, and highlights the cognitive and behavior transformation within the offender from unemployable to employable. The program has successfully expanded in the last year to include the Algoa Correctional and the Farmington Correctional Center. These institutions have produced just over 90 video resumes. The Women's Eastern Reception Diagnostic Correctional Center and the Eastern Reception Diagnostic Correctional Center are ready to begin producing video resumes in the spring of 2015. In the future, the Chillicothe Correctional Center will begin production by the end of 2015.

16. Restorative Justice Efforts

In 2014, the Restorative Justice Program donated 1,703,410 hours to projects with 32,627 offenders working on those efforts. Over 565,116 items were donated to non-profits, charities and victims around the state to include but not limited to: schools, veterans, veteran's homes, shelters, hospitals, community events, foster care children, food banks and nursing homes. ParentLink has received numerous crocheted hats for their Shaken Baby program.

Additionally, items were donated to an organization called KidSmart. As donated items are located in the KidSmart warehouse, teachers, in the St. Louis area, have the ability to come in and shop, free of charge, for classroom materials. 11,735 offenders donated 624,301 hours to this organization during 2014.

Donated items, from the restorative justice gardens, totaled 356,028 pounds, which is the equivalent of 178 tons of produce, to local shelters, food banks, nursing homes and schools around the state.

CHALLENGES

While the Missouri Reentry Process continues to develop important collaborative relationships within local communities and state agencies, significant barriers and hurdles remain in the areas of offender employment, housing, medical and mental health issues, transportation and treatment needs. Through the strategic work of the MRP Steering Team, barriers to offender reentry continue to be reviewed and goals are established on how to create solutions to these barriers.

1. The current economic climate remains to be a challenge to all stakeholders. The MRP Steering Team must develop goals which address the criminogenic needs of offenders and the economic climate in our state. An offender seeking to reenter society must secure sustainable employment, stable housing, consistent and affordable transportation, as well as fulfill medical and treatment needs. The current economy makes meeting these needs difficult. The MRP Steering Team must continue to work with stakeholders to create opportunities for offenders reentering Missouri communities.
2. The inability to share information electronically with our partnering state agencies continues to present barriers. As mentioned in the past, offenders who are under supervision of the Department of Corrections are also receiving or have received services from our partnering agencies. Duplicate efforts continue to occur in the assessment and planning stages when agencies cannot effectively share information. Information sharing is hindered due to advanced technological

recourse and databases not being compatible. The MRP Steering team will continue to work on individual strategies to address these challenges.

3. Barriers exist in the process of pre-release application for SSI/SSDI. Expanding collaboration and reviewing procedures to enhance the application procedures could lead to an increase in qualifying offenders receiving benefits once they are released.
4. Fiscal challenges continue to be present. Resources available to provide education, vocational training, employability skills training, and necessary substance abuse treatment, and mental health services to offenders while incarcerated, while on community supervision and after completion of their sentences are vital for successful reentry back into society. The consequences of the economic decline on the Department of Corrections and partnering agencies impacted offender reentry efforts. The MRP Steering team will continue to pursue problem solving techniques to overcome these fiscal barriers in order to sustain and restore various resource and treatment options.

Outcome Measures

An outcome study of offenders released after spending five months or more in a Transitional Housing Unit where intense pre-release services are provided is completed annually by the Department of Corrections Research Unit. The studies have found that since the reentry process began in 2005, the two year recidivism rate of offenders who complete the reentry process in Transitional Housing Units is 37.5% compared to 44.8% by offenders who do not complete the full reentry process. In fiscal year 2014 there were 1,950 offenders released after completing the reentry process in a transitional housing unit. For all offenders who complete the reentry process the average reduction in recidivism is 7.3% after two years. For high risk parole violators who complete the reentry process, the average reduction in recidivism after completing the reentry process is 10.5%. These data again affirm that the services are more impactful for those who have had more challenges to success and indicate that the offenders who are receiving the transitional services are not committing new crimes and are not receiving violations while on parole at the rate of those who are not receiving these services. Since the reentry process began there have been 21,911 offenders released after completing the reentry process. With an average reduction in recidivism of 6.8% that means that 1,600 offenders have been diverted from a prison stay because of the reentry process.

Goals for 2015

1. The MRP Steering Team will promote membership expansion for a larger representation of MRP partnering agencies.
2. The MRP Steering Team will seek to further identify best practices and promote those at the regional and local levels.
3. Update and continue data reviews to ensure the Missouri Reentry Process is successfully reducing recidivism.

4. Continue to further identify barriers to reentry and recommend system, policy and practice reforms to make reentry more successful for individuals returning home from incarceration and/or community supervision with the Missouri Department of Corrections.
5. Pursue new and creative evidenced-based strategies, which seek to overcome reentry barriers.
6. Develop partnerships with employers who are willing to employ convicted felons so that more knowledge can be gained and shared in regards to the benefits of hiring convicted felons. This will occur through a newly formed partnership with The Next Steps, Inc.—CoFFE (Cooperative of Felon Friendly Employers).
7. Continue to educate employers on the benefits of utilizing the Federal Bonding Program and Work Opportunity Tax Credit Program as a benefit and incentive to hire ex-felons so that the number of employers taking advantage of this benefit can increase.
8. Develop new reentry curriculum, through collaboration with the Division of Offender Rehabilitative Services, Department of Social Services, Veterans Commission and Department of Veterans Affairs, and the Division of Workforce Development, to educate, inform and equip incarcerated offenders with the necessary skills to successfully overcome the economic, social and emotional challenges associated with reentry. Virtual video production options are currently being discussed.
9. Implement new and update reentry curriculum through collaboration with the Division of Human Services/Training Academy, to educate, inform and equip staff with necessary skills to assist offenders in gaining more tools and opportunity for preparation in returning home, for gaining and enhancing skills to assist offenders in becoming productive citizens, and to maintain success in their reentry efforts.
10. Continue to develop opportunities and venues to deliver information to communities on how their work towards collaboration in reentry efforts could save lives. To educate community members on the importance of changing cultures and attitudes towards reentry and the benefits of providing opportunities to lessen the number of victims and to create a safer place to reside.
11. Continue to efficiently utilize federal, state and local resources, thereby enhancing public safety and providing the highest quality of reentry services.
12. Direct and influence the quality of reentry services offered through Release Services Teams and/or through Transitional Housing Units within the Division of Adult Institutions.
13. Continue developing collaborative relationships with state agencies, local reentry organizations, and faith-based communities.
14. Enhance reentry initiatives through collaborative work with other states and corrections agencies.
15. Continue to provide technical assistance to other states as they incorporate reentry into their Departments of Corrections.

Closing

Steering Team member agencies continue collaborative partnerships and continue to address barriers to successful offender reentry. Finding more ways to reduce recidivism, lessen the number of victims and create safer communities continues to be among the top priorities of the MRP Steering Team member agencies.

There have been many challenges in our reentry efforts during 2014. However, there are many efforts that have brought about successful changes, which ultimately, made 2014 a successful year. As noted in the narrative, many partnerships have been enhanced and/or have moved into higher levels of service, as well as new pilots put into place for research, in order to promote offender success and to create safer communities. A few of the partnerships include: The Next Steps, Inc.—Cooperative of Felon Friendly Employers to provide job leads to individuals being released from prison for potential employment, MOWINS—To assist underemployed and unemployed individuals in work ready industries such as manufacturing, medical services, and information technology, Cole County Work Ready Community Committee—National Career Readiness Certificate for incarcerated offenders seeking employment upon release, and Fathers Support Center—Department of Labor Grant to assist high risk/high need offenders at the St. Louis Community Release Center in receiving work ready certificates.

The Missouri Department of Corrections continues to assist many states in their reentry efforts. Assistance was provided to the state of Iowa by way of a Reentry Simulation being facilitated at a Workforce Development Conference in Des Moines, Iowa. Regular contact has occurred with the state of Connecticut to assist in their newly formed partnership with The Next Steps, Inc. to develop their felon friendly employer database. Various states were invited to facilitate presentations at the Missouri Reentry Conference and through those collaborative efforts, best practices were shared between states and networking for future reentry work occurred. Through partnerships with U.S. Department of Labor, eligible offenders are able to qualify for official apprenticeships. With the assistance of the Department of Social Services and Department of Mental Health, pre-release Medicaid application can take place to assist the most disabled offenders with notification of status 3 days prior to release. Increased communication and training have led to a higher number of applications being processed, which may lead to more offenders receiving benefits. Collaborative efforts with Department of Economic Development/Division of Workforce Development are creating avenues for more Career 101 opportunities with employment and training services while offenders are incarcerated and Workforce Investment services, as well as Job Seeker Workshops being made available to offenders upon release. Partnering with Department of Revenue, Department of Health and Senior Services and Social Security Administration brings forth offender ability to leave prison with a social security card, birth certificate and valid identification, which will assist the offender when applying for employment, obtaining housing, application for benefits, etc. Work with Missouri Veterans Commission and the Department of Veterans Affairs assists incarcerated veterans in learning of services and resources available to them and their families. They also provide an opportunity for incarcerated veterans to complete applications for benefits and services prior to release. Continued partnerships with Department of Mental Health have allowed for continuity of care in mental health services for seriously mentally ill offenders, the implementation of the Vivitrol Project to reduce the risk of rapid post-release relapse, and to identify new substance abuse treatment service referral processes for high risk offenders. Work with community partners and community organizations promote more opportunities for offender success. Collaborative efforts through contracted services with organizations such as KC Crime Commission and Big Brothers Big Sisters makes communities stronger, more family oriented and assists in reducing the likelihood of crime and recidivism. Faith-based organizations continue to assist in reentry efforts and to search for community

assistance in addressing successful reentry. The Video Resume Project prepares offenders for interviewing and promoting the skills they possess and assists them in securing gainful employment. The Restorative Justice Program allows offenders to give back to communities, to learn compassion and to take pride in the good things that they can accomplish.

The MRP Steering Team membership roster continues to change with retirements and new job positions. We have new team members that continue to bring new energy and fresh ideas to the steering team table. We aspire to increase our MRP Steering Team membership during 2015 and will promote collaborative efforts with more treatment providers and law enforcement agencies. More sub-committees will be formed to address assigned tasks and the number of presentations will increase at the MRP Steering Team meetings during the upcoming year. We will continue to work together to review best practices, what is working well, what needs enhancement, and create a plan of action to accomplish goals that have been created, as well as new goals to overcome further reentry barriers. Through these efforts, we will continue to work with local community reentry groups and provide any technical assistance necessary to build more resources in Missouri communities that will increase offender success and promote public safety.

The next report on progress of the Missouri Reentry Process will be submitted in January 2016. Should you have any questions, please contact the Director of the Department of Corrections, George Lombardi at (573)751-2389.

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