

# Justice Reinvestment in Missouri

**Second Presentation to the  
Missouri State Justice Reinvestment Task Force**

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# The Council of State Governments Justice Center

Corrections



Justice Reinvestment



Mental Health



Reentry



Substance Abuse



Youth



Courts



Law Enforcement



National nonprofit, nonpartisan membership association of state government officials that engage members of **all three branches** of state government.

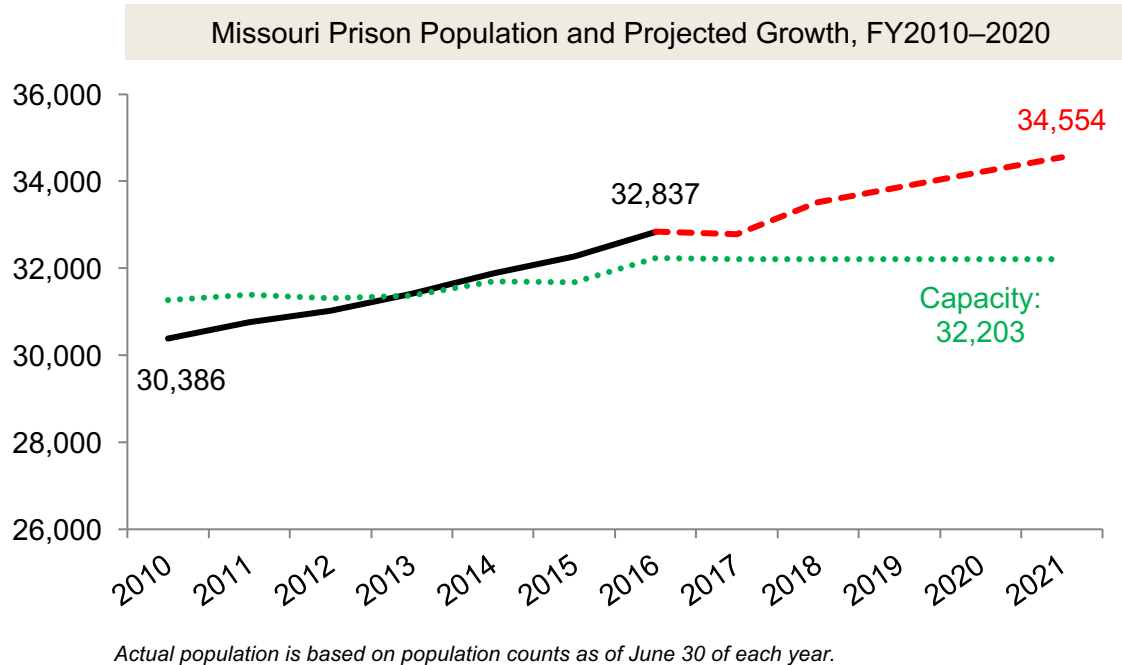
**JUSTICE** ★ **CENTER**  
THE COUNCIL OF STATE GOVERNMENTS

Justice Center provides **practical, nonpartisan advice** informed by the best available evidence.

## Summary of Missouri's criminal justice trends identified at July Task Force meeting

- ❖ High incarceration rates and growing prison population
- ❖ Largest growth in female prison population in the country
- ❖ High crime rates impacting many parts of state
- ❖ Increasing prison admissions, driven largely by nonviolent offenses and people who violate the terms of their supervision
- ❖ Significant behavioral health needs among those who are supervised in the community

## Missouri's current prison population growth will require spending hundreds of millions in construction and operating costs



*Note: Above projection is best-case scenario of MDOC's projections. Furthermore, rate of growth in female prison population may necessitate construction on a greater scale, and sooner.*

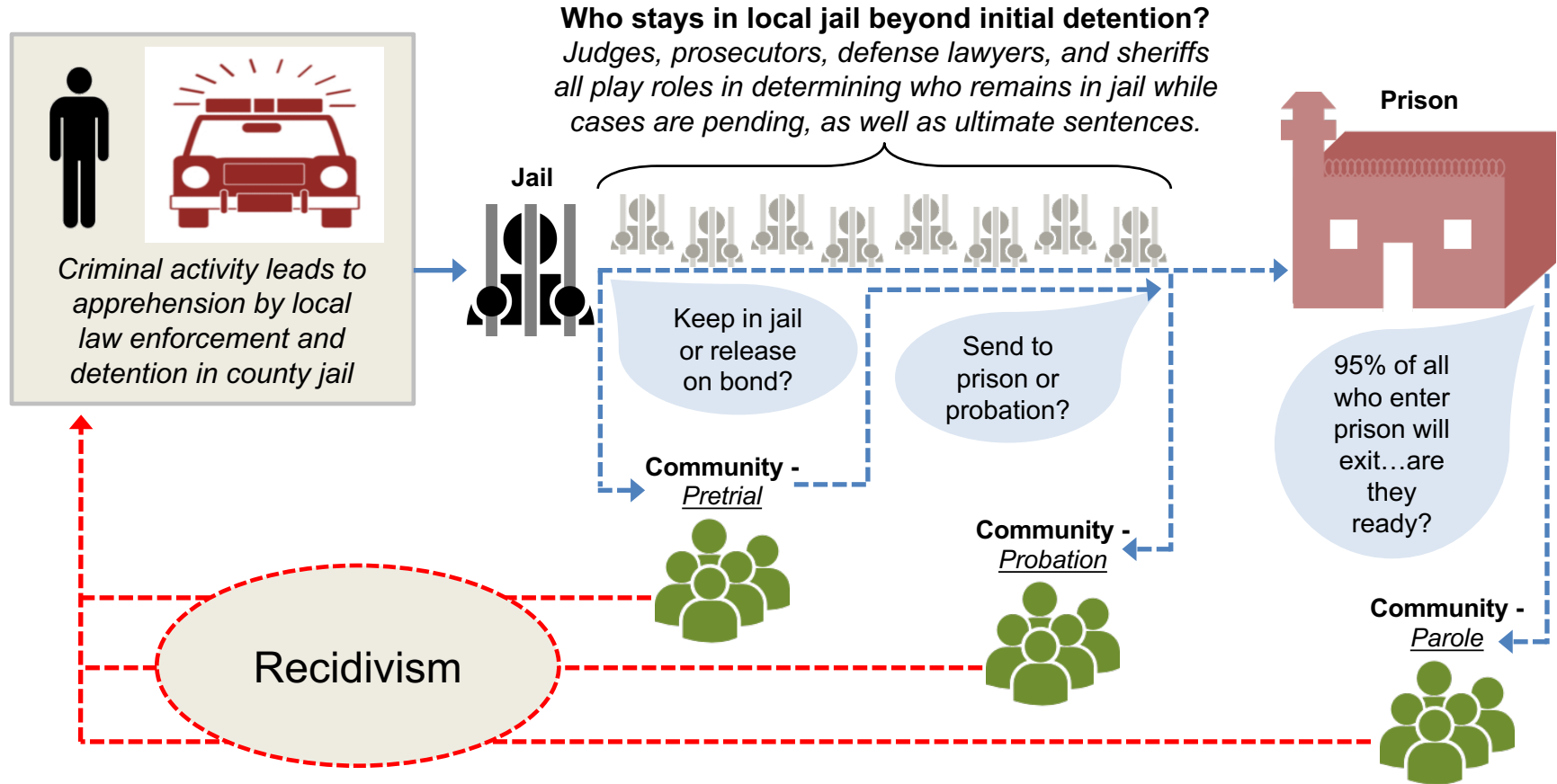
According to current trends, MDOC will be 2,351 prison beds short of needed capacity by the end of FY2021.

- The cost of constructing a new 1,636-bed facility (e.g., Chillicothe women's facility) is about \$175 million.
- Operating costs would approach \$27 million annually.

**Source:** Missouri Department of Corrections Offender Profile, FY2016; Missouri Department of Corrections, August 2017 Population Forecast

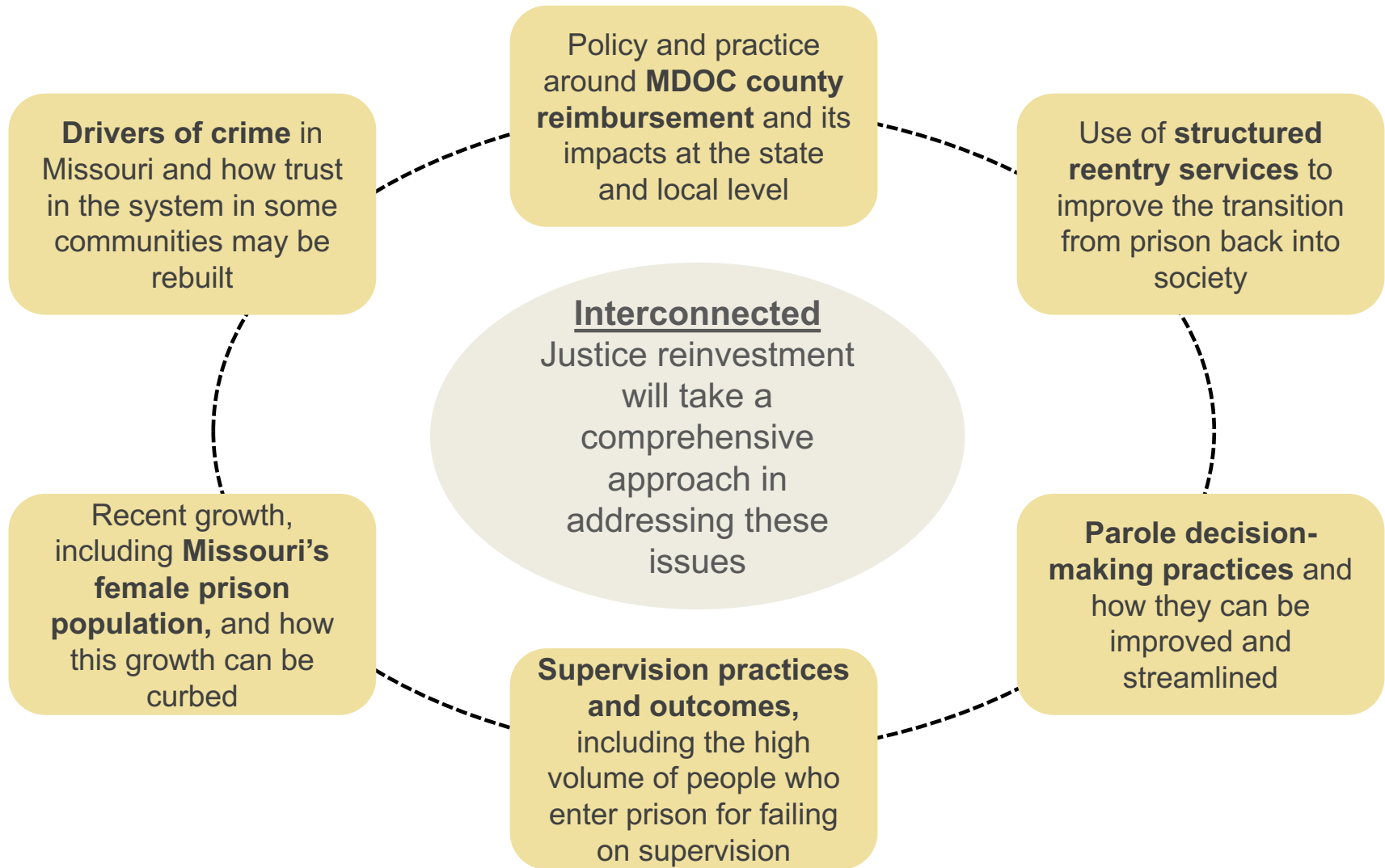


# Missouri's criminal justice system involves many decision points and actors



- ❖ **One of the primary objectives of reentry is to reduce recidivism, or the rate at which people return to criminal behavior patterns.**

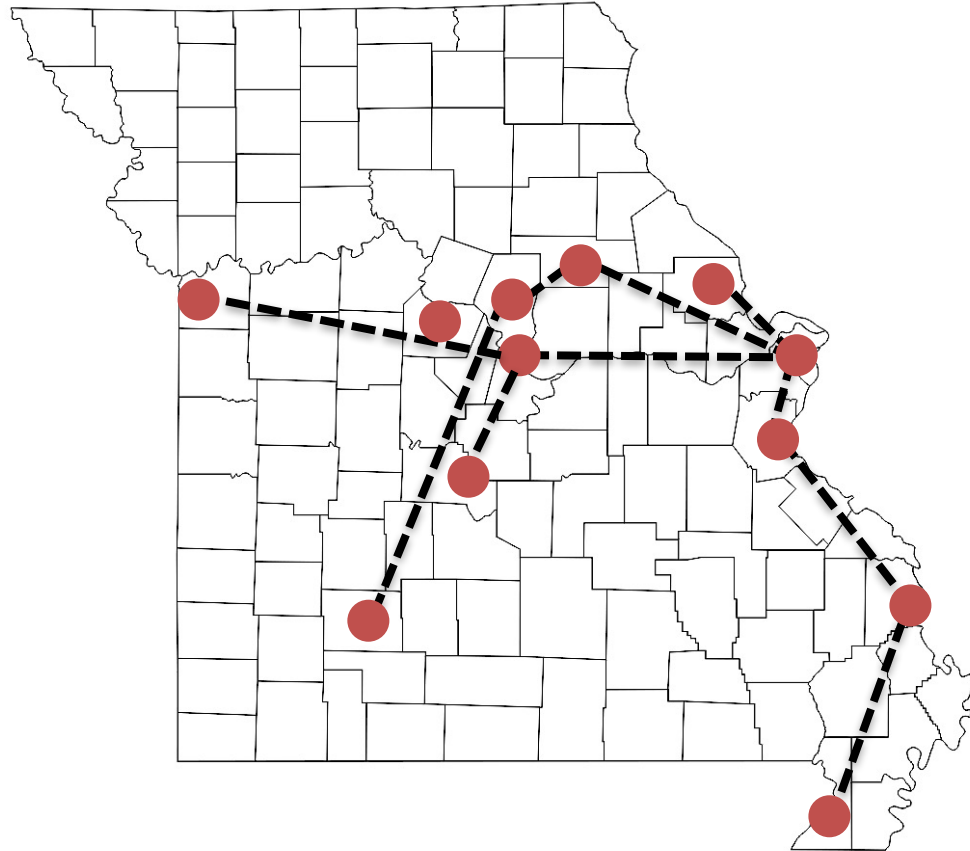
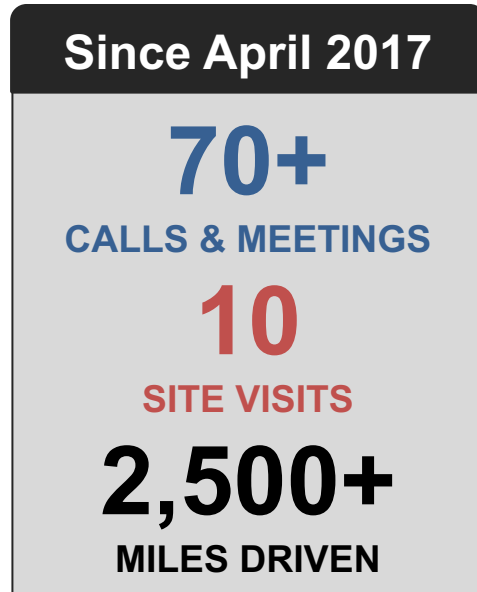
Based on discussions with Missouri stakeholders, several areas were identified at the July Task Force meeting for further analysis



## Update on data collection required by justice reinvestment process

Data Requested	Source of Data	Status
<ul style="list-style-type: none"><li>• Prison admissions and releases</li><li>• Prison population snapshots</li><li>• Supervision openings and terminations</li><li>• Supervision population snapshots</li><li>• Screening and assessment data</li><li>• Treatment and programming participation</li><li>• Parole board decisions</li></ul>	Missouri Department of Corrections (MDOC)	Received
<ul style="list-style-type: none"><li>• Statewide arrests</li><li>• Criminal history information for prison and supervision populations</li></ul>	Missouri Department of Public Safety (MDPS)	Pending
<ul style="list-style-type: none"><li>• Felony and misdemeanor sentences</li></ul>	Missouri Office of Court Administration (OSCA)	Pending

CSG Justice Center staff have pursued regional perspectives in stakeholder engagement, reflecting the state's size and diversity



Since the last presentation...

Since July 11, members of the CSG Justice Center team have **made seven (7) site visits** to Missouri, including visits to Southeast Missouri (Kennett, Cape Girardeau, Hillsboro), Southwest Missouri (Springfield), Kansas City and surrounding communities, St. Louis and surrounding communities, Audrain Co., and more.



Since the launch of justice reinvestment in July, CSG Justice Center staff have spoken with a wide array of stakeholders

### Meetings

- **MDOC supervision staff and administrators** (St. Louis, Kansas City, Kennett, and more)
- **Sheriffs** (Cole, Greene, and Audrain)
- **County commissioners** (Audrain and Cape Girardeau)
- **Circuit judges** (Jackson and St. Louis Counties)
- **Prosecuting attorneys** (Jackson, Platte, Buchanan, Pulaski, Cole, Boone, St. Charles, and Jefferson)
- **Public defenders** (Jefferson)
- **Law enforcement** (Cape Girardeau and St. Louis)
- **Victim service providers and advocates** (Kansas City, Cape Girardeau, St. Louis, and more)

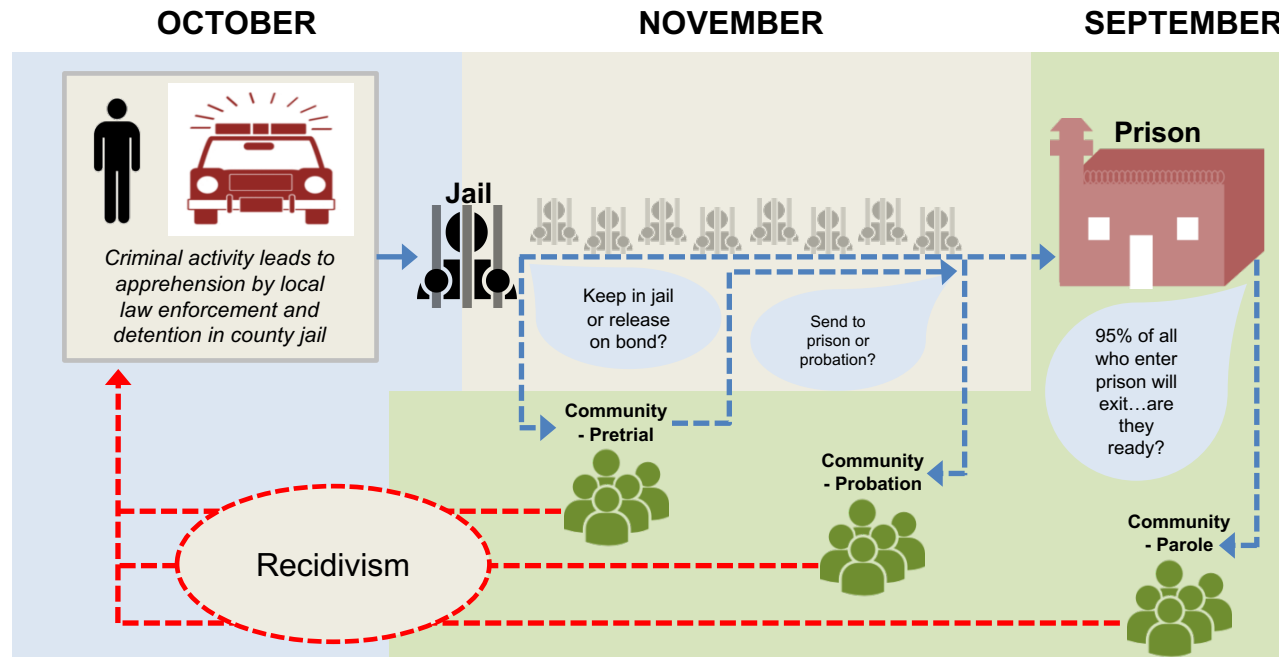
### Observation

- Probation and parole **officer/client meetings**
- **Community-based programming** provided by probation and parole officers
- **In-prison programming** provided by MDOC staff
- **Parole release hearings**
- **Pre-parole interviews** with offenders and report preparation

### Focus Groups

- **People on probation or parole supervision** (Kansas City, Cass County, Kennett, and St. Louis)
- **Probation and parole officers** in the field
- Probation and parole **field supervisors**
- **Institutional parole officers (IPOs)**
- **Institutional parole officer supervisors**

# Project Overview



## **September Presentation:** *Prison and community supervision*

- Programming and preparation behind the walls
- Parole policy and procedure
- Community supervision

## **October Presentation:** *Crime and its effects in Missouri*

- Drivers of changes in crime and jail and prison populations
- Collateral consequences
- Victims services and needs

## **November Presentation:** *Pretrial, jail, and county/state dynamics*

- Criminal justice dynamics between the state and counties
- Other policy options

## Key themes for today's presentation

- ❖ What works in changing behavior is informed by research—qualified staff with adequate resources
- ❖ Missouri is facing high costs—state prisons and county jails are overcrowded, and recidivism rates are driving the costs higher
- ❖ There is a roadmap for addressing these challenges:
  - a. Assessment and triage of resources to people at the highest risk
  - b. Strengthening community-based services
  - c. Better structuring parole decision making

# Overview

1

Reentry and the Challenge  
of Changing Behavior

2

Missouri's Reentry Reality

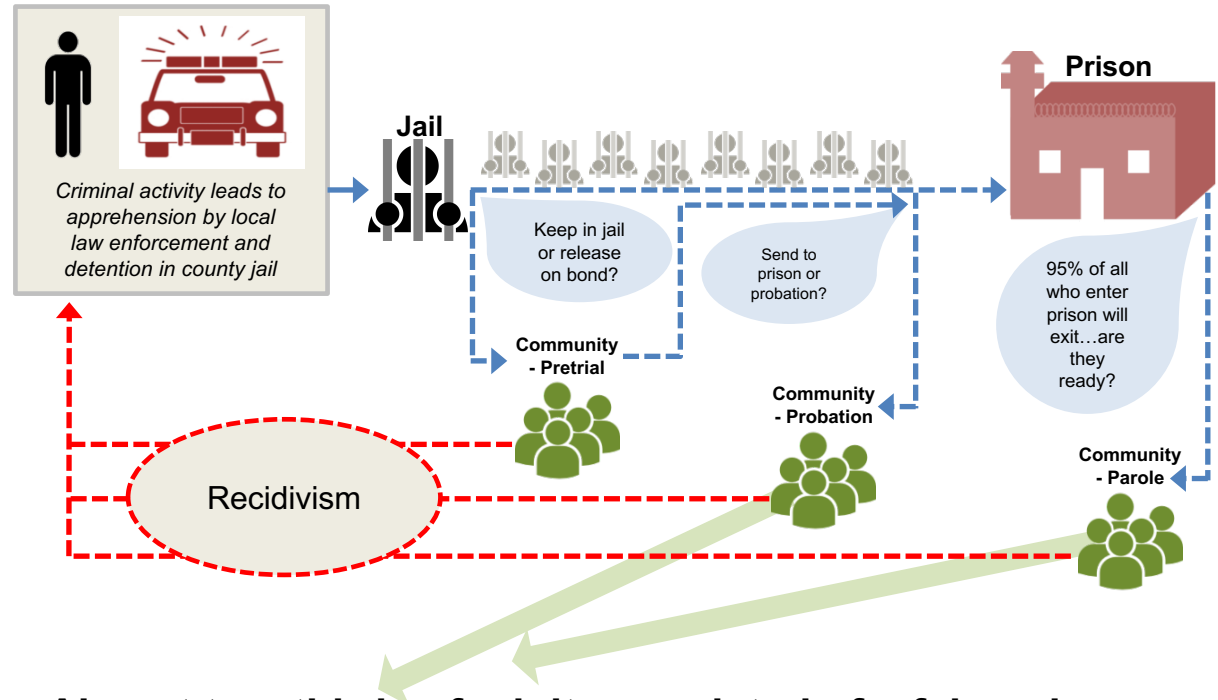
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Moving Missouri Toward  
Structured Reentry



# Reducing recidivism for people on probation and parole supervision will yield many benefits for Missouri

1. The key to reducing recidivism is changing people's behavior so that they engage in less criminal activity, **which in turn means less victimization and safer communities.**



2. **Almost two-thirds of adults convicted of a felony in Missouri are on either probation or parole supervision** in the community, so making even modest improvements with those populations will translate into significant beneficial impacts in the state.



# Moving toward a proactive, balanced approach to supervision improves the behavior of people on probation and reduces recidivism



## Traditional Approach

- Ensure people are aware of probation conditions
- Check to ensure they **complied with the conditions**
- Perform enforcement functions such as drug testing and searches
- Success is measured by number of appointments made, lack of violations, etc.



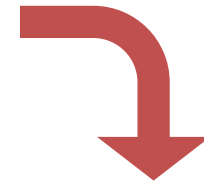
## Balanced Approach

- Assess for risk/needs
- Develop **case plan with performance-based objectives**
- Link people to relevant services
- Assist people in complying with supervision terms and achieving behavior change
- Success is measured by progress toward identified case plan objectives

## SYSTEM CHECKLIST: The key features of a balanced supervision system

- |   |  |
|---|--|
| 1 | Assess risk, need, and responsiveness                    |
| 2 | Target the right people                                  |
| 3 | Frontload supervision and treatment                      |
| 4 | Invest in and build active linkages to proven programs   |
| 5 | Use case planning to facilitate positive behavior change |
| 6 | Respond to both positive and negative behaviors          |
| 7 | Hold people accountable                                  |
| 8 | Measure outcomes   |

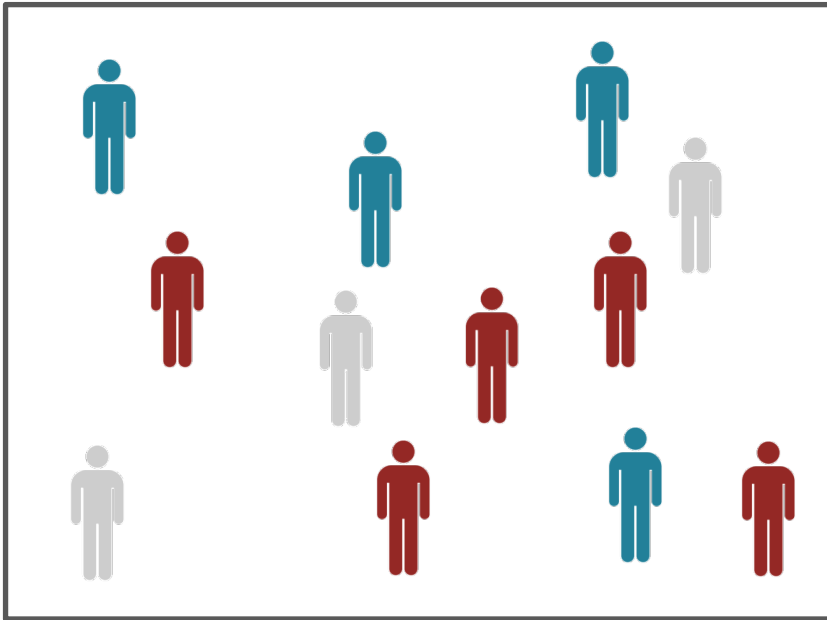
Are the right approaches being taken with the right people?



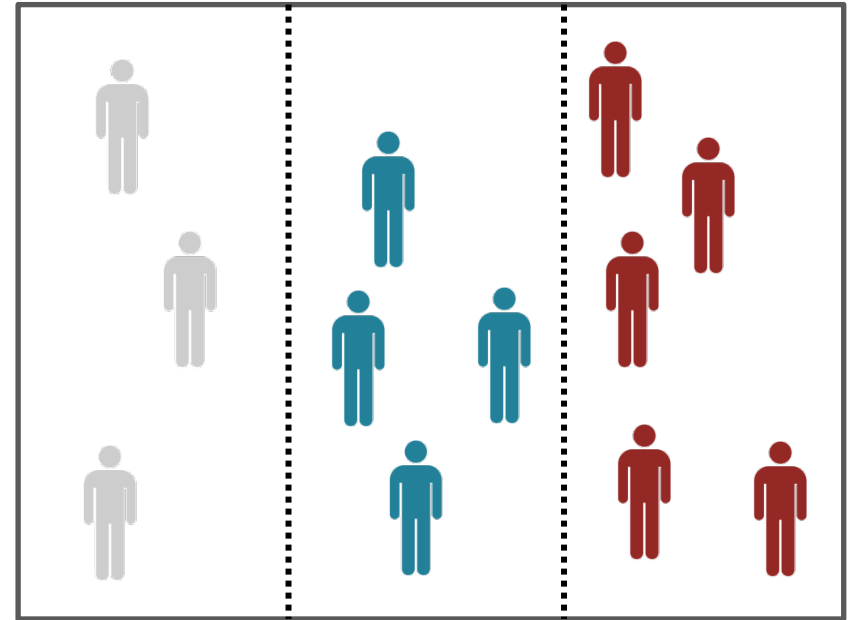
If not, efforts at changing behavior (i.e., reducing recidivism) will be much less effective and sometimes counterproductive.

# 1. **ASSESS:** Comprehensive assessment of risk, needs, and responsivity is the cornerstone of risk-reduction strategies

Without Risk Assessment...



With Risk Assessment...



## Risk of Reoffending

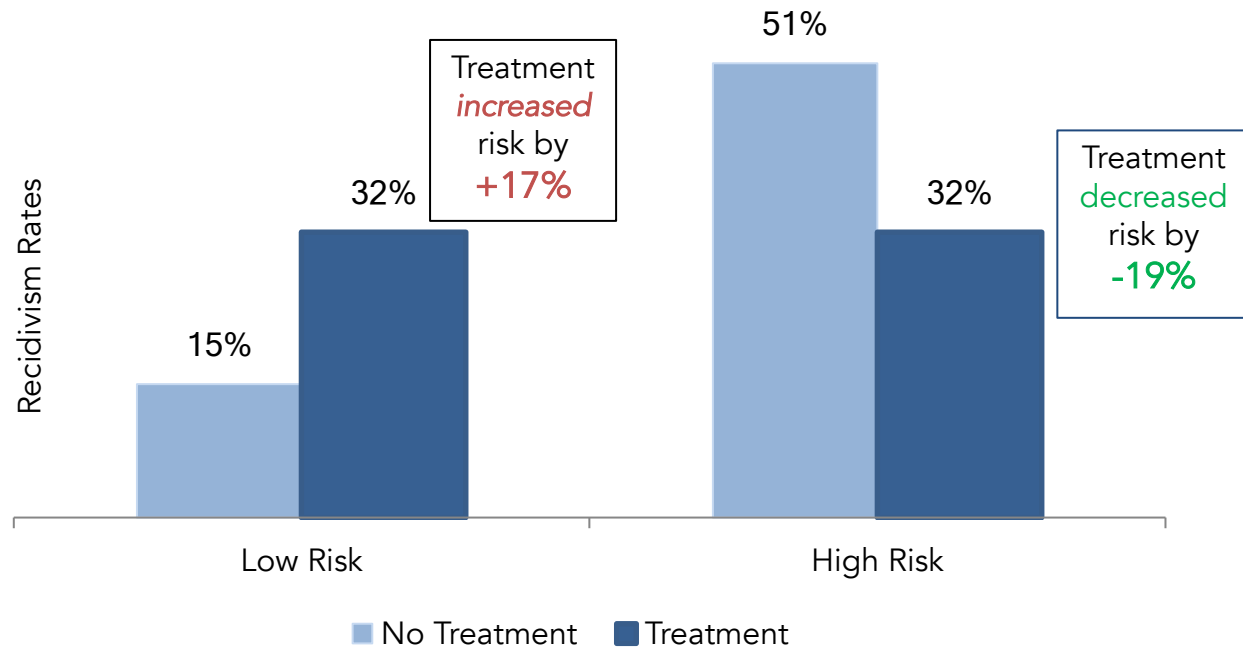
**Low**  
**10%**  
**re-arrested**

**Moderate**  
**35%**  
**re-arrested**

**High**  
**70%**  
**re-arrested**

## 2. TARGET: To reduce recidivism, supervision and programs must be focused on people with higher risk/needs

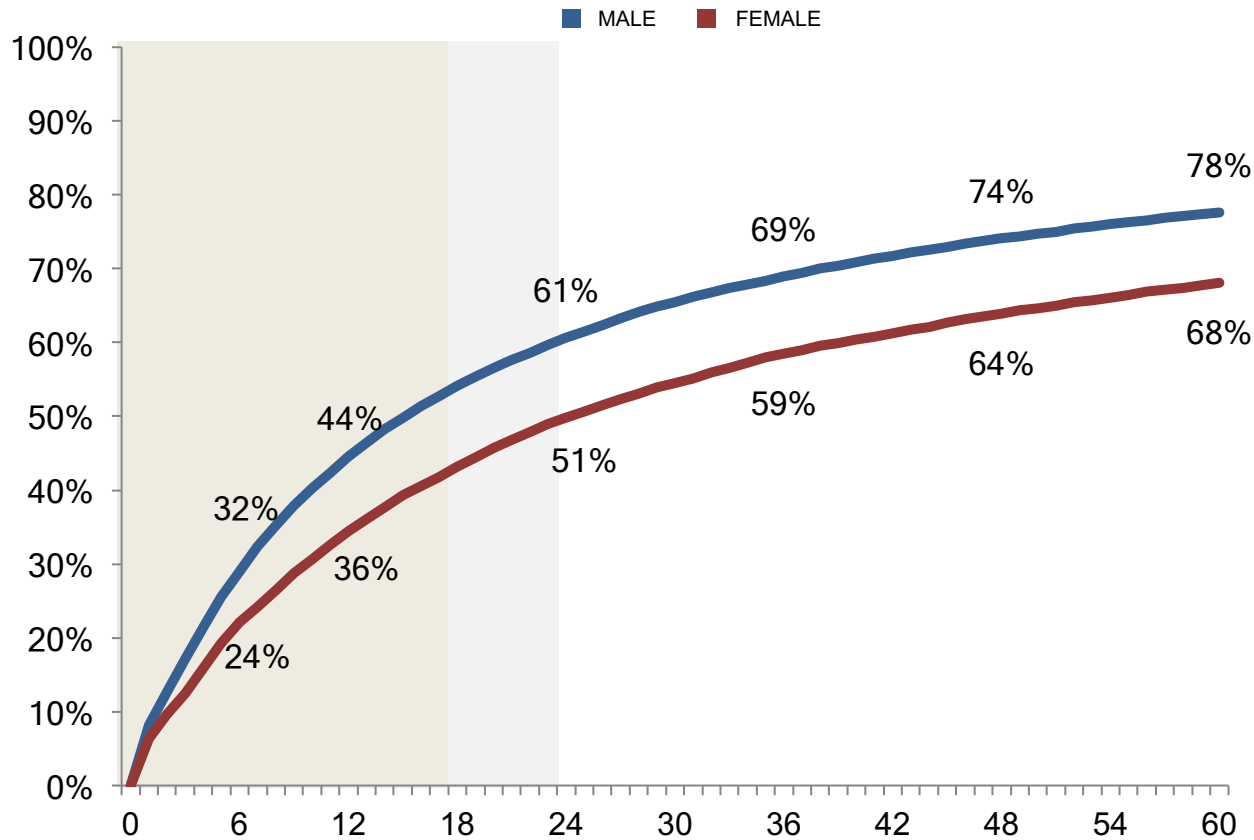
### Recidivism Rates by Risk Level and Treatment Dosage for a Supervision Sample



Source: Bonta, J., S. Wallace-Capretta, and J. Rooney. "A Quasi-Experimental Evaluation of an Intensive Rehabilitation Supervision Program." *Criminal Justice and Behavior* 27, no. 3 (2000): 312-29. .

### 3. FRONTLOAD: Supervision and supports should be focused on the period when people are most likely to reoffend

#### Time to Re-arrest for People Released from Prison in 30 States in 2005



Source: Matthew R. Durose, Alexia D. Cooper, Ph.D., and Howard N. Snyder, Ph.D. *Recidivism of Prisoners Released in 30 States in 2005: Patterns from 2005 to 2010* (Washington DC: Bureau of Justice Statistics, April 2014). <http://www.bjs.gov/content/pub/pdf/rprts05p0510.pdf>.



### 3. FRONTLOAD SUPPORTS: A continuum of services must be able to provide the right services at the right time

High Risk, High Need  
High Level of Supports

Residential Treatment



Intensive Outpatient

Outpatient

Maintenance & Recovery

Low Risk, Low Need  
Low Level of Supports

People should start at the level of supports necessary to address their risk and needs, but they should **“step down”** to lower-intensity and lower-cost interventions with treatment progress.

## 4. INVEST IN PROVEN PROGRAMS: Selecting and implementing risk-reducing programs helps ensure that resources are expended wisely

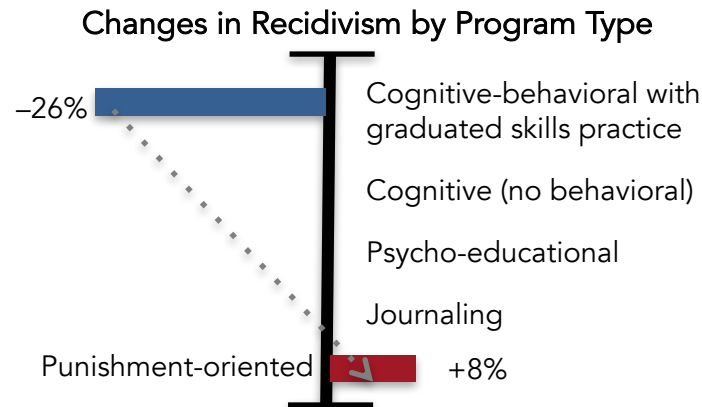
1

### Who should receive programming?

- Moderate and high-risk people

2

### What kind of programming structures are effective?



3

### What should programs target?

- Central 8 criminogenic needs
  - Criminal history
  - Criminal associates
  - Criminal thinking
  - Criminal personality pattern
  - Substance use
  - Education/employment
  - Family dysfunction
  - Leisure/recreation

## 5. USE CASE PLANNING: Establish behavioral objectives that address the individual's risk and needs

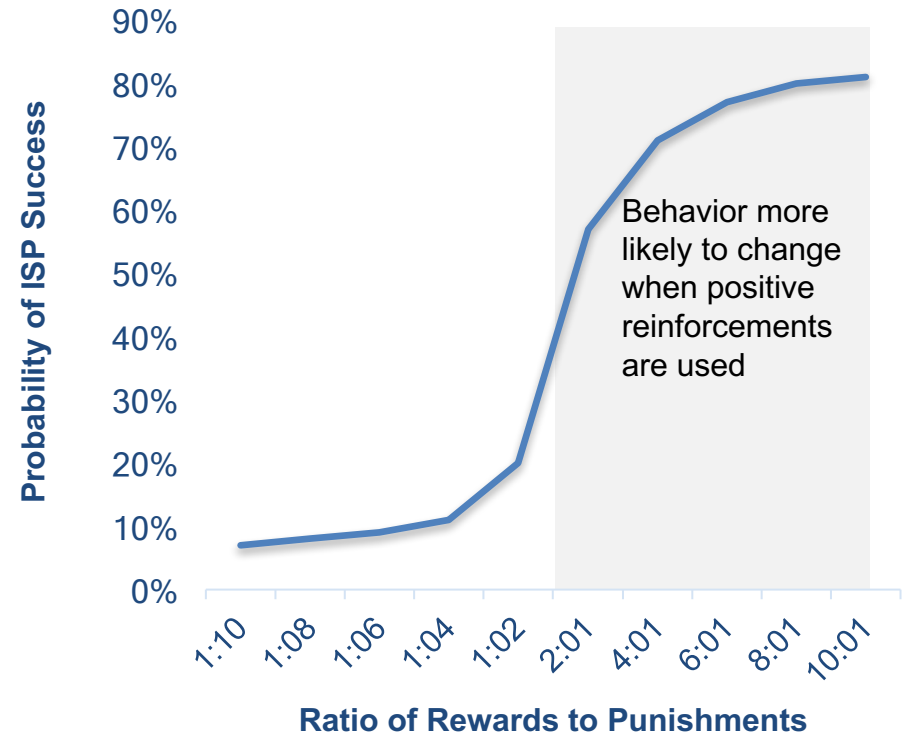
Dynamic Risk/Needs	Example case plan objectives
<b><u>Criminal thinking</u></b> (e.g., “My crime didn’t hurt anyone. They had insurance and will probably get a new car now.”)	<ul style="list-style-type: none"><li><input type="checkbox"/> Attend program to address criminal thinking</li><li><input type="checkbox"/> Complete behavior chain analysis activity</li></ul>
<b><u>Abusing drugs</u></b> when upset or frustrated	<ul style="list-style-type: none"><li><input type="checkbox"/> Build emotion regulation skills in therapy</li><li><input type="checkbox"/> Complete cost/benefit analysis of drug use</li><li><input type="checkbox"/> Practice 5 new self-regulation techniques this week</li></ul>
<b><u>Hanging around with old friends</u></b> who I used to use drugs with	<ul style="list-style-type: none"><li><input type="checkbox"/> Set up a weekly meeting with my peer support specialist</li><li><input type="checkbox"/> Attend one activity at the recovery center</li></ul>

## 6. RESPOND TO BEHAVIORS: Address positive and negative behaviors swiftly, certainly, and fairly

**Swift:** Sanctions are quick. Limit the time between violation and consequence.

**Certain:** Sanctions are predictable. Consequences are not random. There are set responses for certain violations.

**Fair and Appropriate:** The severity and duration of a response to a violation is proportionate to the violation.



Source: APPA (2013). *Effective Responses to Offender Behavior: Lessons Learned for Probation and Parole Supervision*. Widahl, E. J., Garland, B., Culhane, S. E., and McCarty, W.P. (2011). *Utilizing Behavioral Interventions to Improve Supervision Outcomes in Community-Based Corrections*. *Criminal Justice and Behavior*, 38 (4).

## 7. HOLD PEOPLE ACCOUNTABLE:

### Washington

*Technical violators can be held for 2–3 days for low-level violations and up to 30 days for high-level violations*

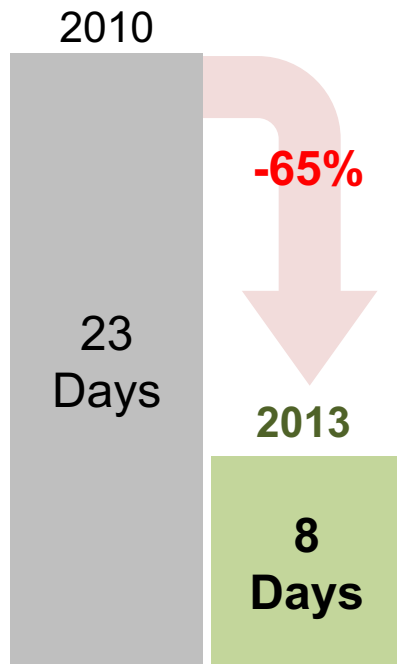
### Georgia

*Prompt sanctions to correct behavior of troublesome probationers*

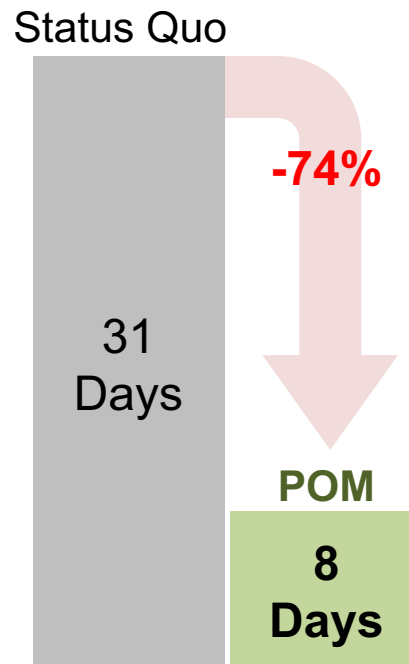
### North Carolina

*Swift and certain “dips” of brief jail sanctions and “dunks” of prison sanctions in response to violations*

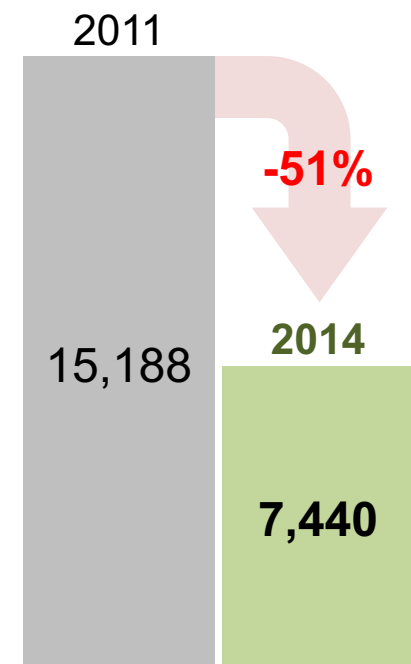
#### Days Incarcerated



#### Days in Jail



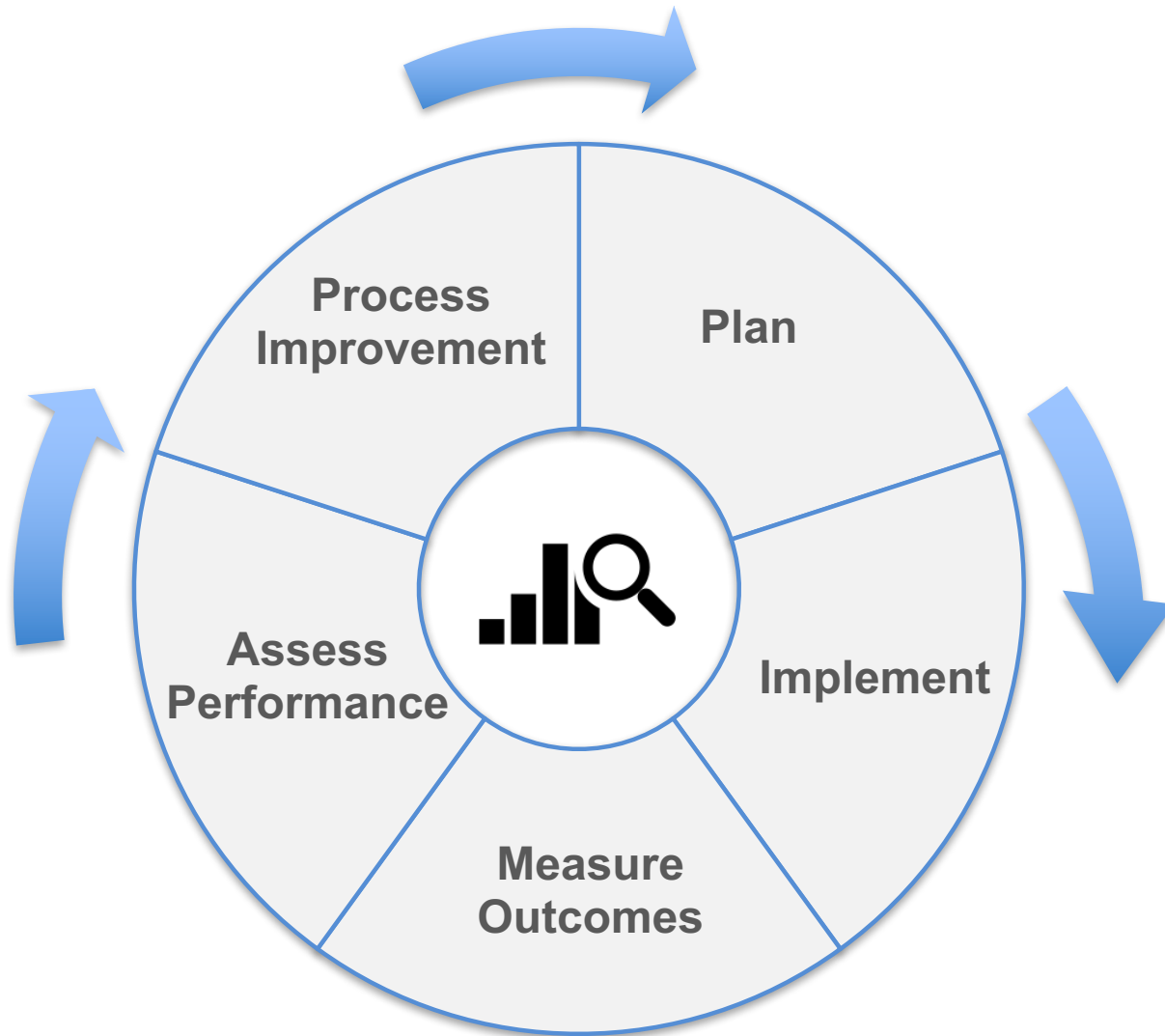
#### Prison Admissions



Source: *An Evaluation of Georgia's Probation Options Management Act*, Applied Research Services, October 2007; *Managing Drug Involved Probationers with Swift and Certain Sanctions: Evaluating Hawaii's HOPE*, Hawken, Angela and Mark Kleiman, December 2009; analysis of NCDPS adult prison admissions data .



## 8. MEASURE OUTCOMES:

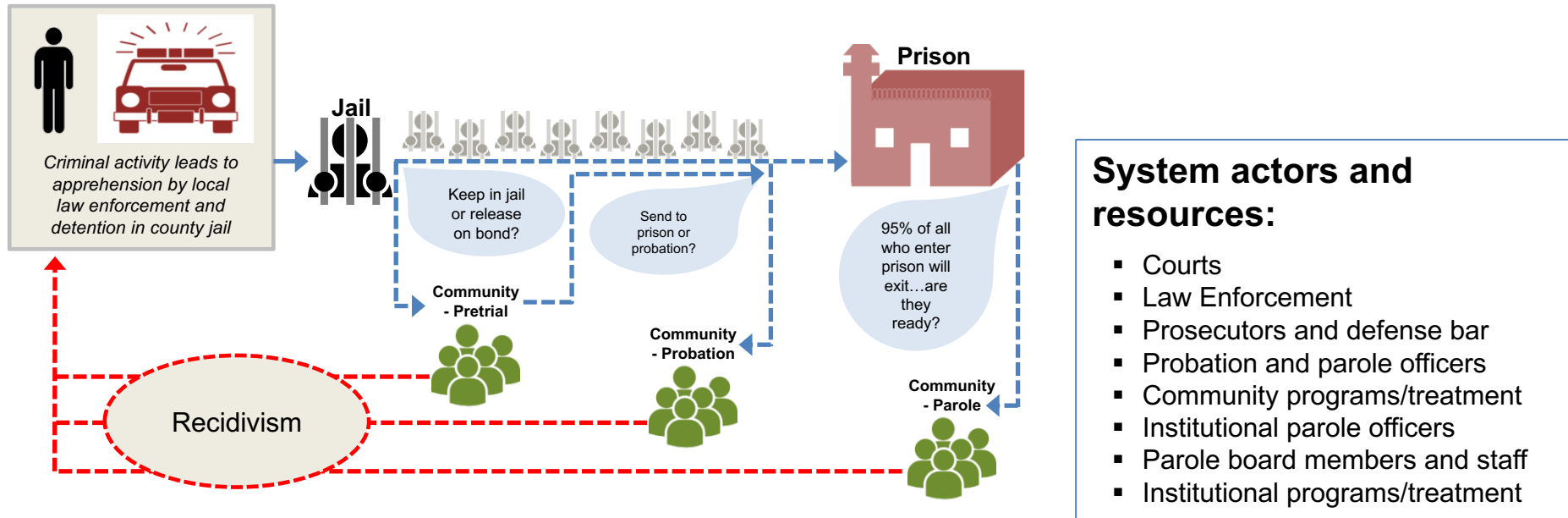


**Measuring outcomes for people on supervision is about more than just reincarceration, or even rearrest...**

Other “measures” inform success while on supervision, including:

- ✓ Passing drug/alcohol screens
- ✓ Maintaining employment
- ✓ Paying toward legal financial obligations such as restitution or court costs
- ✓ Maintaining positive relationships with family

For successful reentry, system actors should be familiar with and trained on key concepts of behavior change



**Must be** educated about and appropriately trained in principles of changing behavior:

1. Assess risk, need, and responsivity
2. Target the right people
3. Frontload supervision and treatment
4. Invest in and build active linkages to proven programs
5. Use case planning to facilitate positive behavior change
6. Respond to both positive and negative behaviors
7. Hold people accountable
8. Measure outcomes

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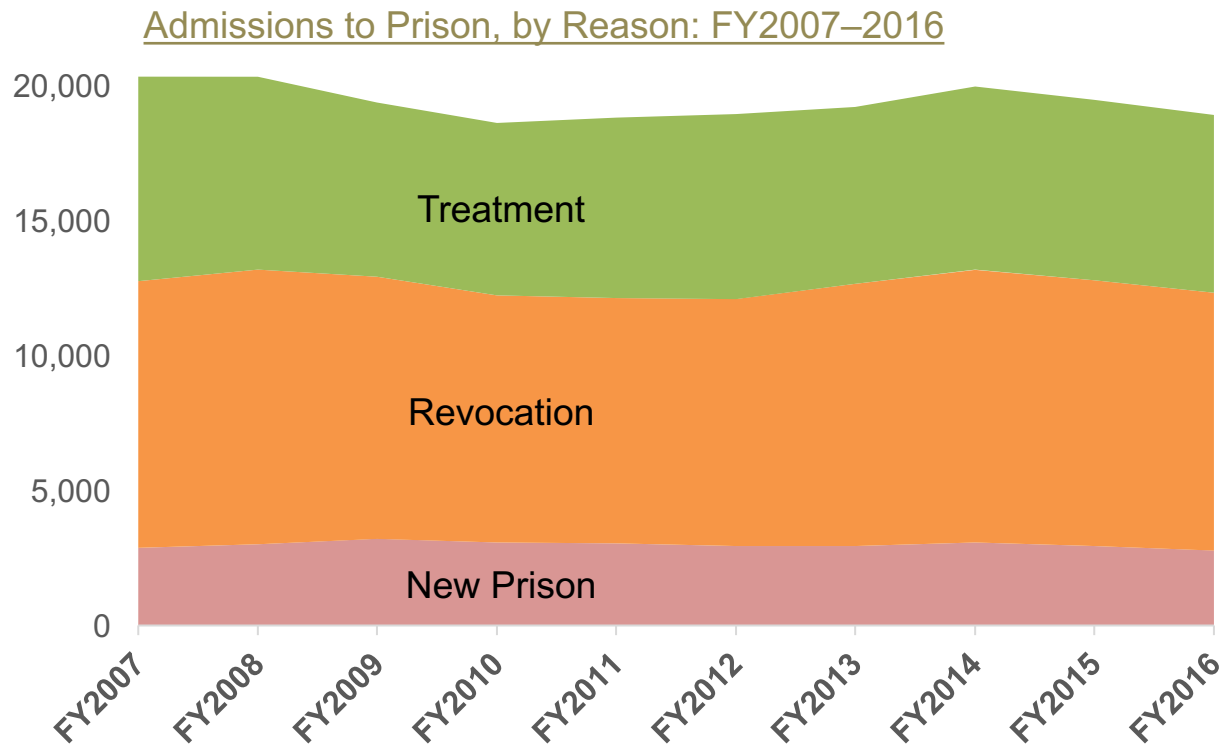
## Assessing Missouri's approach to changing behavior requires looking at key parts of the system charged with carrying out reentry

1	Assess risk, need, and responsivity
2	Target the right people
3	Frontload supervision and treatment
4	Invest in and build active linkages to proven programs
5	Use case planning to facilitate positive behavior change
6	Respond to both positive and negative behaviors
7	Hold people accountable
8	Measure outcomes

### Are the right approaches being taken with the right people?

- Multiple areas of the system should be coordinated around evidence-based practices:
  - **Behind the walls**—front-end assessment by MDOC (IPOs and IPO Supervisors) and communication with parole board
  - **Parole Board**—qualifications and training of members; type and quality of information used in decision making
  - **Supervision in community**—is reentry making a positive difference?

Over the last decade, supervision revocations have accounted for half of all admissions to prison



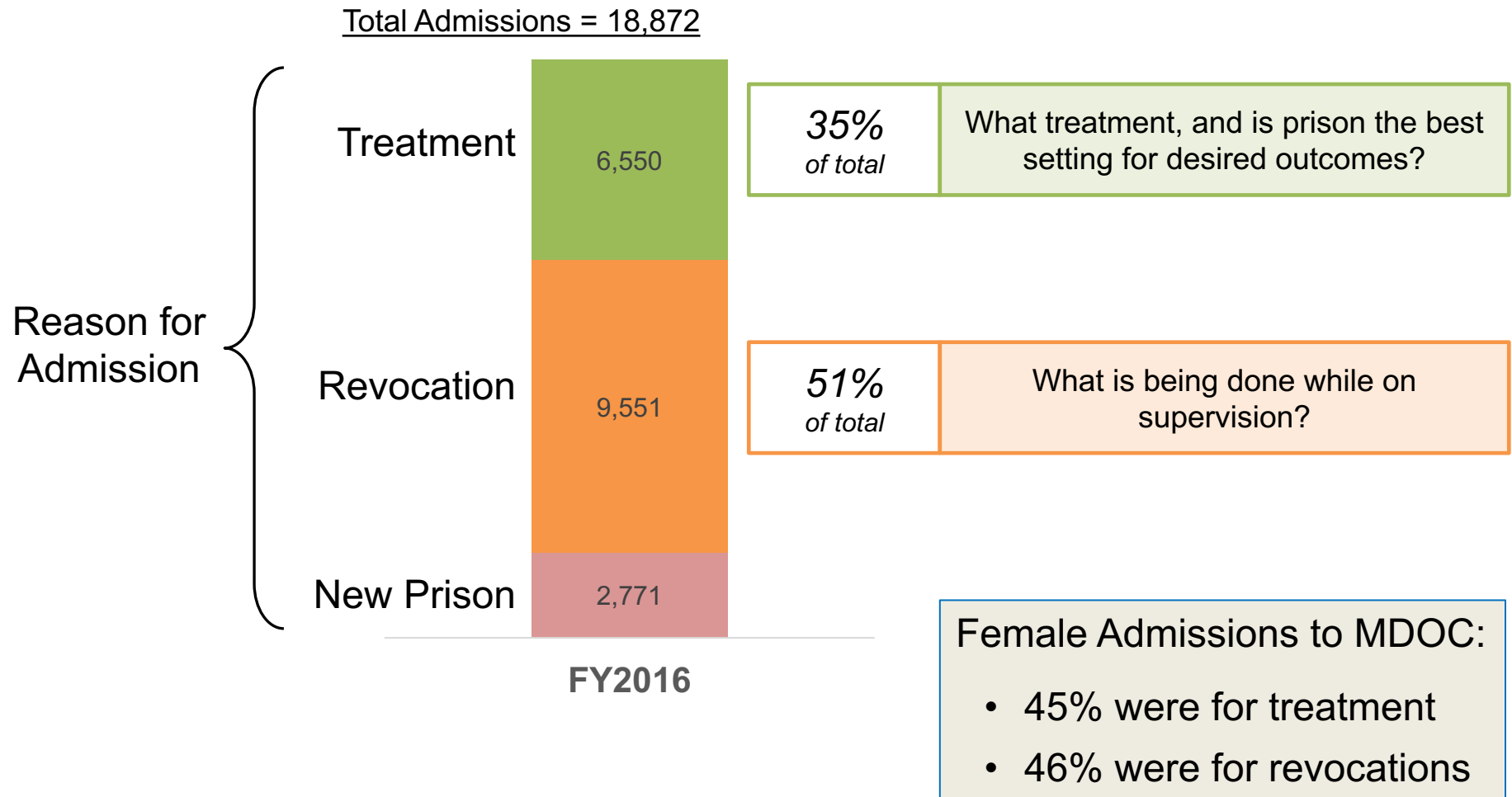
Ironically, new prison sentences account for the least frequent reason for admission to prison in Missouri.

- *Fewer than 15 percent of admissions in FY2016 were for new prison sentences*

Source: MDOC prison admissions data.



## Reasons for admission to prison raise key questions about effectiveness of what is done in the community



Source: MDOC prison admissions data.

## Missouri statutes set forth multiple forms of prison-based treatment that can be ordered by the courts

### Section 217.362

*Long-Term  
Substance Abuse  
Treatment*

### Section 217.785

*Post-Conviction  
Institutional  
Treatment*

### Section 559.036

*Court-Ordered  
Detention  
Sanction (CODS)*

### Section 559.115

*Institutional  
Treatment*

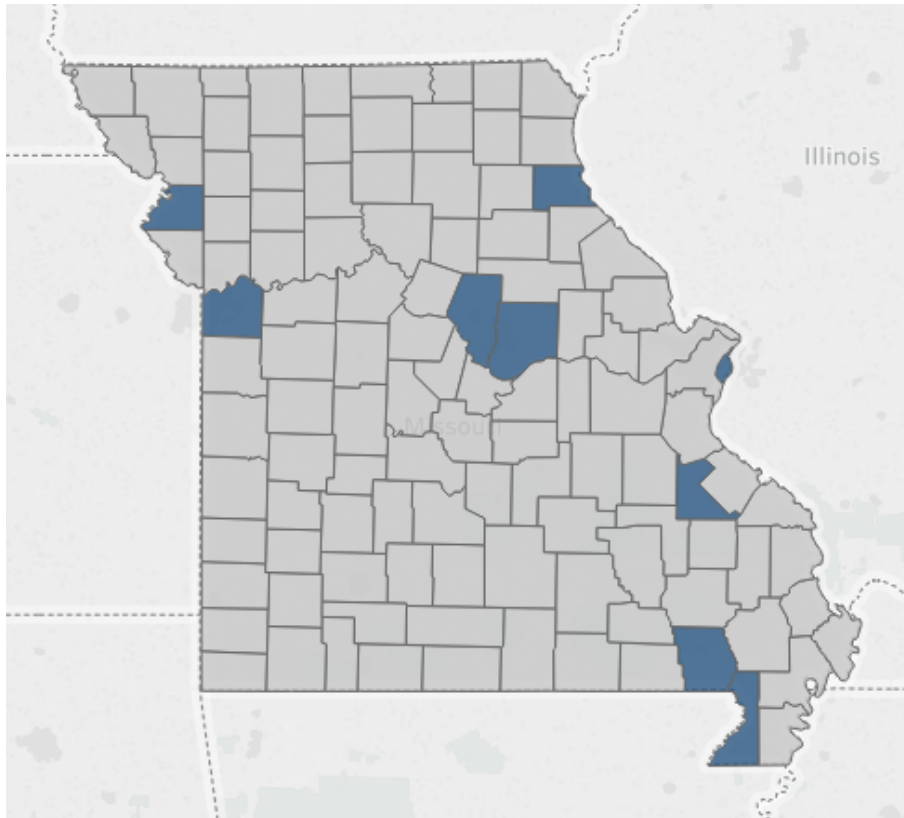
### Section 559.115

*Shock  
Incarceration*

**However, while judges can order people to complete 120-day programs in MDOC under the statutes above, practical necessities within MDOC pose challenges...**

- Once in MDOC, placement in programs is **dependent on available slots**, so people may not get the programming or treatment ordered if programs are already full.
- Due to the intake process, movement between facilities, and other factors, 120-day treatment programs actually consist of **only 84 days of treatment**.

## Missouri has 533 beds statewide that are oriented toward providing community-based services to people on supervision



### Community Supervision Centers

*Statewide Capacity: 360 beds*

Six facilities across the state of 60 beds each.  
Generally co-located with probation and parole offices and providing programming and services.

- Farmington
- Fulton
- Hannibal
- Kennett
- Poplar Bluff
- St. Joseph

### Contracted Reentry Beds

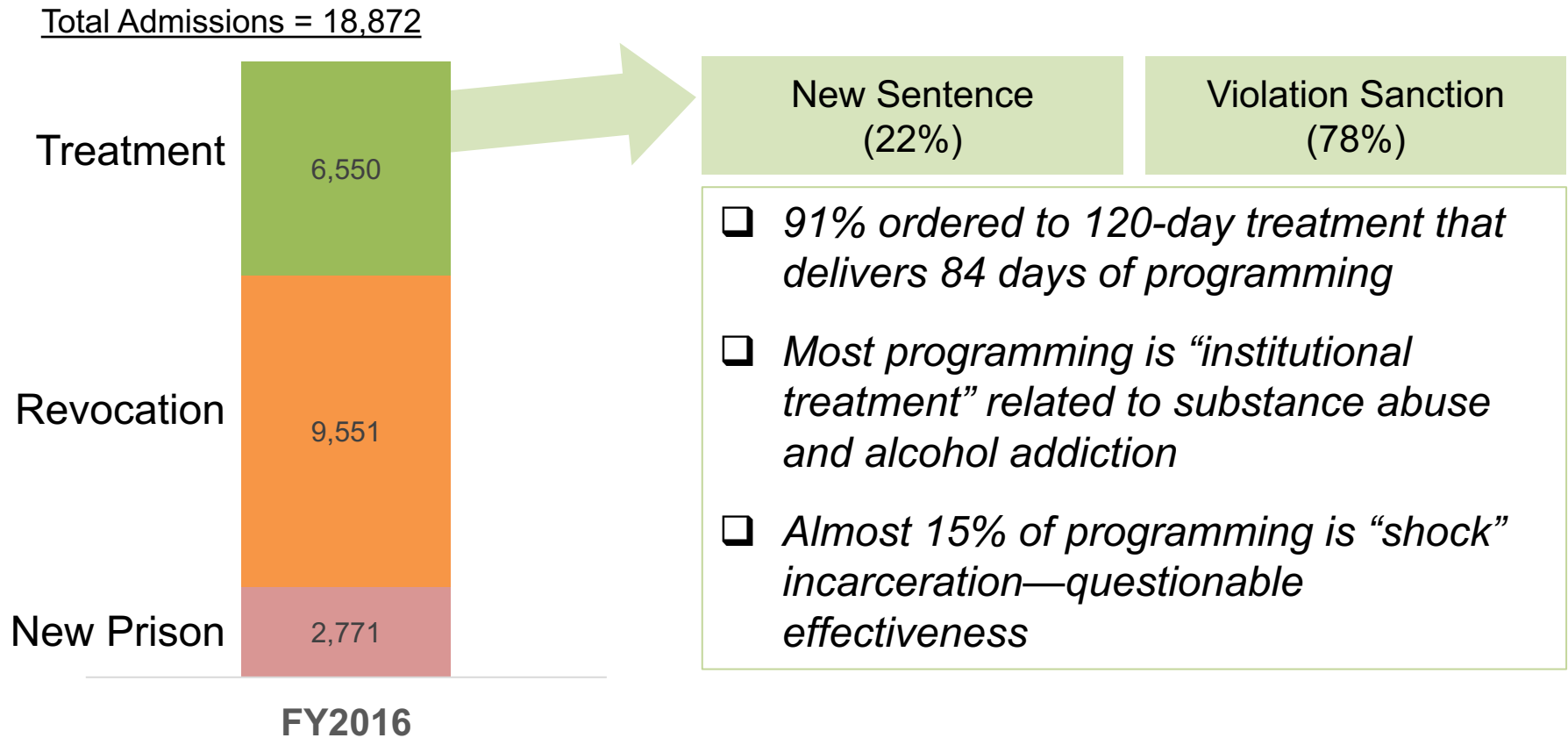
*Statewide Capacity: 173 beds*

Facilities for people on supervision operated by agencies contracting with MDOC, mainly in more urban areas.

- St. Louis
- Kansas City
- Columbia

- ❖ MDOC has inadequate processes for ensuring that these 533 beds are actually generating positive impacts for people accessing the services.

## Most “behind the walls” treatment is delivered to people who violate the terms of their supervision



Source: MDOC prison admissions data.

Interventions offered in the community are more effective at changing behavior than those offered in prison

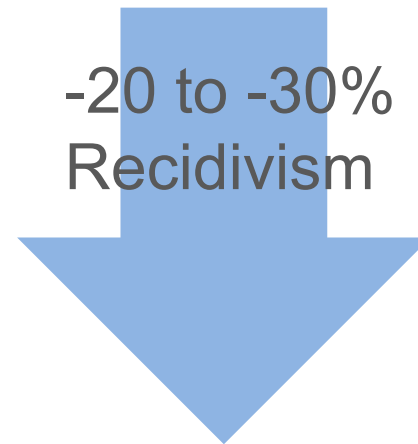
## PROGRAMMING DURING INCARCERATION



### Required

- Assessment
- High-quality programs and treatment
- Transition planning

## PROGRAMMING IN THE COMMUNITY



- Assessment
- High-quality programs and treatment
- Effective supervision

## Thirty-four people involved in the criminal justice system offered insight into how the criminal justice system is, and is not, working



### Questions were about:

- Overall **supervision** experience
- **Relationship** with their probation or parole officer; and
- What is most important to be **successful**

The quality of the relationship with the parole or probation officer is crucial

*It feels good to have my PO tell me, "I'm proud of you."*

*She'd heard of me before and I was nervous, but she treats me better than she had thought about me, with respect.*

*My PO got a pass for me on her day off. She wants me to succeed.*

*You're a felon, You're a liar. They would never talk to me like that if they met me out on the street at the grocery store*

*"I want to send you back to prison, give me a reason."*

*I was sold out over a Subway sandwich. They started talking while they ordered and I was sold out by the time they paid. The sandwich wasn't even toasted.*

## Barriers to employment and quality programming are evident

### Employment is difficult to get and keep, and there are other barriers to reintegration

*Having a felony has disqualified me for positions. I was told I was overqualified for the position. They were like, this looks good we just have to run the background check. Then I got the email saying the position was filled.*

*Effort should be made to start paperwork for ID, housing/living situations before we get out. I haven't had an ID for a year.*

*I had a job that I liked, but my PO didn't like it because I got handwritten checks. She keeps telling me to work as a cook. I hate to cook. I want to do something I like, but it's not good enough for my PO.*

*I'm so far away from my family.*

*I've lived in the country my whole life. I get out and they send me to the city. Away from my family, away from everything I know.*

### There were varying opinions about programming and supervision terms

*The [drug court] works if you let it. Drug court isn't a set up if you want to quit.*

*The punishment should be different depending on how long and how well I've been doing.*

*Sometimes the requirements don't fit me, there should be flexibility so that because I'm going to school and doing good, it shouldn't matter what the Department requirements is. I'm doing good. I'm doing what they "want."*

*I take these classes on nutrition...but I can't even buy the good food with my food stamps. And, I need help writing a resume; not on nutrition.*

*It would be better to drive us in the van to places to interview.*

*One group had several members who had taken Pathways to Change 4, 5, and 6 times (both while incarcerated and upon release from prison).*

# Missouri has room to improve its current supervision practices

## Risk Assessment

- Reassessment occurs annually for females and every 6 months for males
- Risk/needs level is not consistently used to refer to programming

## Treatment and Programming

- Officers have authority to issue referrals, but options are limited due to long wait times for programs
- Insufficient use of evidence-based CBT programming

## Sanctions and Incentives

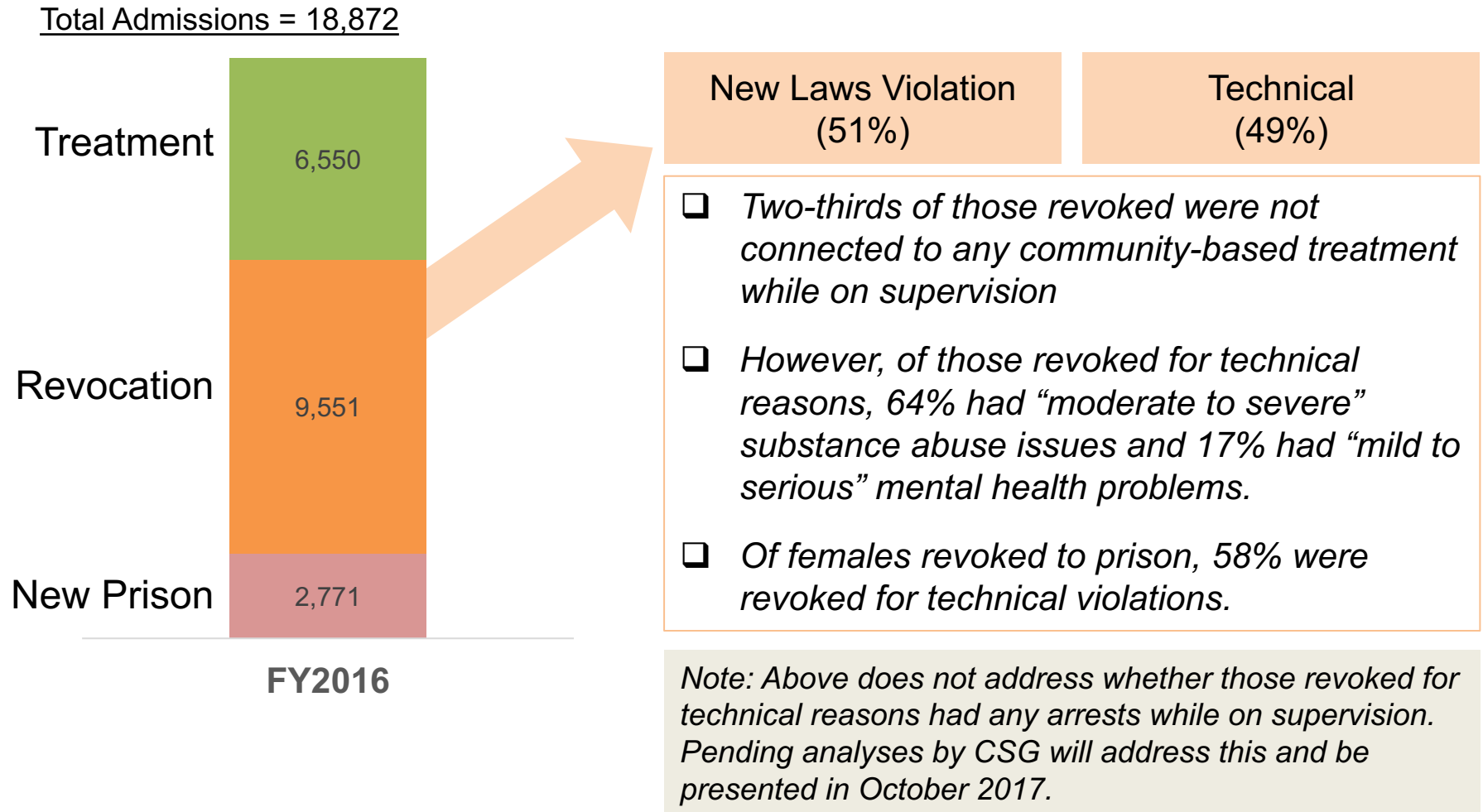
- Separate policies exist on applying sanctions and incentives
- Range of sanctions used by officers is limited due to waitlists for many programs
- When treatment is delayed, officers often rely on electronic monitoring as a sanction
- Swift and certain sanctions and timely receipt of treatment are hindered by waitlists

## Data about Revocation and Recidivism

- MDOC collects data on revocation rates, but officers are unaware of their clients' success rates
- QA data outside of statewide recidivism rates is not collected on program providers



## Almost half of people on supervision who are revoked to prison are revoked for technical violations of their supervision



Source: MDOC prison admissions and supervision terminations data.

Current cost to Missouri for imprisoning technical probation and parole violators represents almost \$75 million annually

Technical Violators Revoked to  
Prison in FY2016

**3,477**

Excludes  
absconders

*Average  
length of stay  
in prison of  
12 months*

Requires 3,477  
prison beds on a  
daily basis

*Cost per day  
of \$58.85*

**\$74.7 Million  
Annually**

## Going from admission to MDOC to the parole hearing involves many steps

After sentencing, people serving a prison sentence in Missouri are transferred to the custody of the Missouri Department of Corrections (MDOC). People entering MDOC are (typically) received, classified, assessed, and prepared for a parole hearing in the following way:

1. People entering prison are brought to one of MDOC's Reception and Diagnostic facilities where the **intake process is initiated**. The intake process includes security classification and assessments for substance abuse, mental illness, and more.
2. People ordered by the court to complete programming or treatment are **placed in the queue for the applicable program**.
3. Parole **hearing scheduled** based on the length of the sentence imposed.
4. One month prior to the scheduled hearing, the assigned **Institutional Parole Officer (IPO)** begins assembling information for the **pre-hearing report**. This process includes an interview with the person being considered for parole. The pre-hearing report is completed and provided to the parole board before the hearing.
5. Parole **hearing is conducted**. Immediately following the hearing, the three-person hearing panel confers on a release decision, a release date (if applicable), and any conditions for release.
6. The **decision of the board is relayed to the person** six to eight weeks after the hearing.

# Institutional Parole Officers are critical to the parole decision-making process

**Institutional Parole Officers (IPOs)** play a key role in the parole process. IPOs work inside the walls of Missouri's prison facilities.

IPOs prepare the **pre-hearing report** (right), which is used by members of the parole panel to conduct the hearing. These intensive reports often require 3–5 hours to complete, depending on a variety of factors. Once complete, the report must be approved by the Institutional Parole Supervisor.

In addition to pre-hearing reports, IPOs are also tasked with:

- Completing a number of other reports, including court reports for people serving 120-day sanctions, violation reports, investigation requests, sentencing assessment reports (SARS), special reports, and more
- Booking treatment beds
- Submitting home plans
- Corresponding with people in prison and their families
- Various other duties as assigned

## Pre-hearing Report

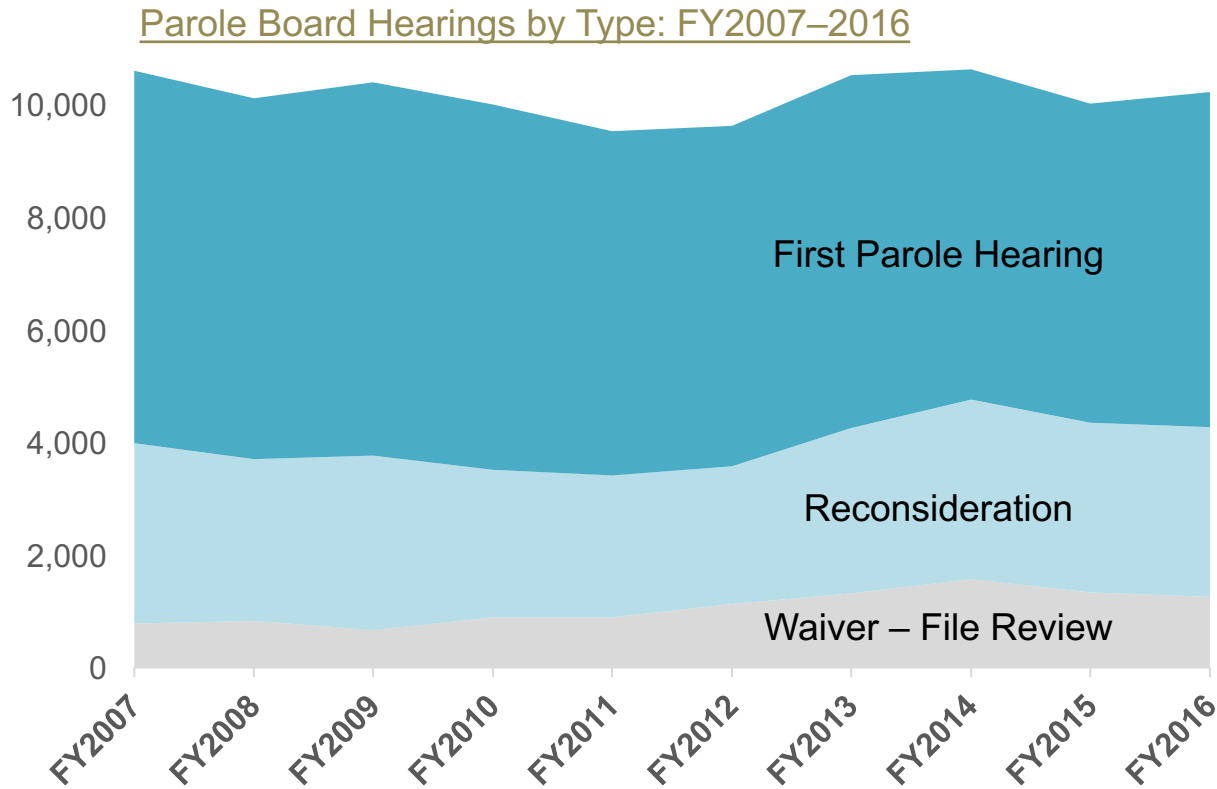
- Sentencing information
- Dates for possible release
- Incident or violation reports
- Home plan
- Criminal history
- Risk of recidivism assessment information
- Substance abuse information and history
- Family history
- In-prison treatment and/or programming
- Hobbies and post-release goals
- IPO recommendation on release date

## The parole hearing

**Parole hearings generally last between 10 and 20 minutes. The Missouri Board of Probation and Parole (MBPP) is represented by a *hearing panel*, which includes three members (at least one of whom must be an appointed member of the MBPP). Other members are generally Board staff, such as Parole Analysts or Institutional Parole Officer Supervisors.**

1. One of the hearing officers explains the process to the person being considered for release.
2. The panel member leading the hearing generally begins by asking questions of the person about the offense or violation of supervision that led to incarceration, then works through the report while asking the person questions about his/her criminal history, substance abuse needs, any in-prison programming that was completed, plans for release, and more.
3. If someone is present in support of the person being considered for parole, he or she is allowed to make a statement near the end of the hearing.
4. The person being considered for parole is asked if there is anything else they would like to state for the record. Upon completion of this statement, the hearing is concluded and the person is told that a decision will be made and relayed in 6–8 weeks by the IPO.
5. Panel members confer on a date for release and any conditions that they will require of the person before release or while on community supervision.

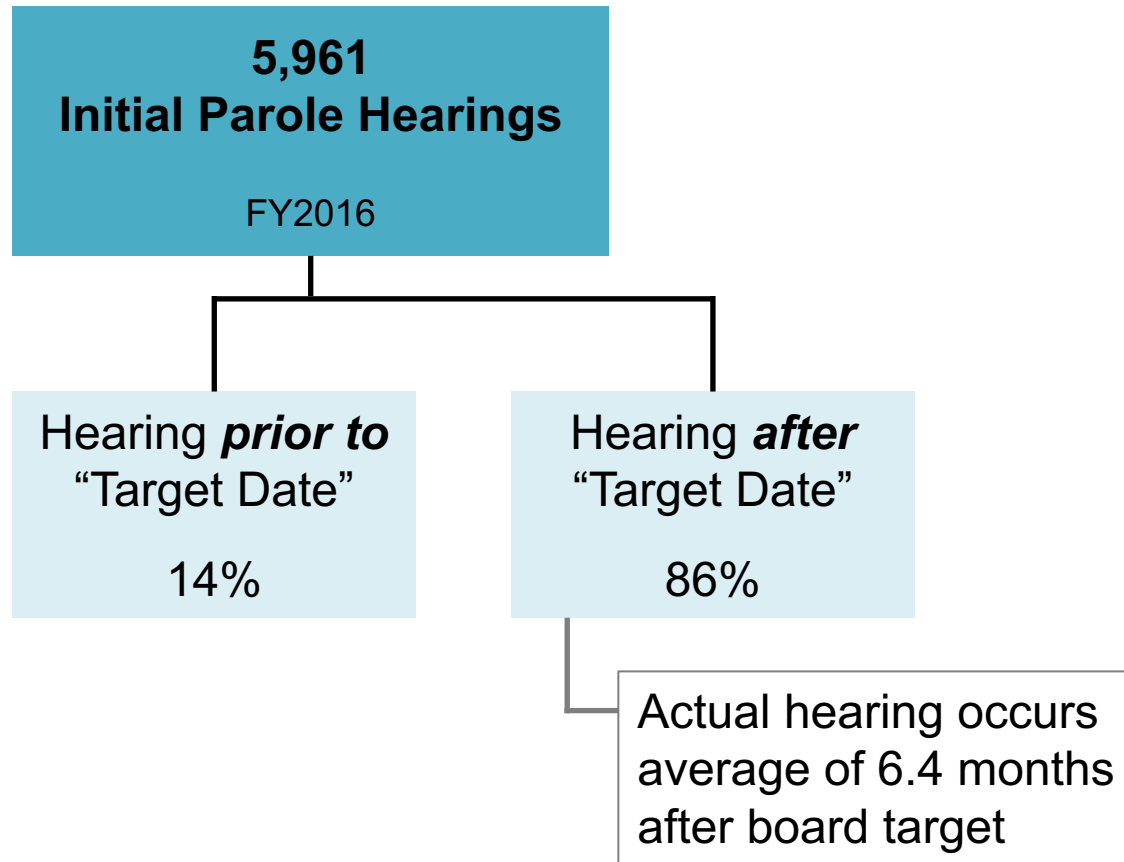
There are more than 10,000 parole release hearings annually, the majority of which are “initial” parole hearings



There are currently two vacancies on the board.

Source: Missouri Board of Probation and Parole hearings data.

## Initial parole hearings tend to occur more than 6 months beyond the parole board's own targets



Source: MDOC Research Division; Missouri Board of Probation and Parole hearings data.

In assessing key components of reentry system, important to look at staff, practices, and resources in place to advance goals of behavior change

Issue Area	Part of System		
	Behind the Walls	Parole Board	Supervision in Community
Staff	Are staff properly trained to their mission?		
Policy & Practice	Are policies oriented around research and are they clearly established and communicated to staff? Does practice properly follow policy?		
Resources	Do staff have adequate tools to help achieve their mission?		



## Practices “behind the walls” are inefficient

Issue Area	Part of System
	Behind the Walls
Staff	<ul style="list-style-type: none"><li>• Staff are qualified, incredibly hard-working, and devoted</li><li>• Training beyond initial basic is minimal and not properly geared toward mission of reentry</li></ul>
Policy & Practice	<ul style="list-style-type: none"><li>• Policies poorly captured into single resource for staff, making clarity and accountability difficult to achieve</li><li>• Practices geared around paper-driven, narrative style documents</li></ul>
Resources	<ul style="list-style-type: none"><li>• Screening/assessment tools need to be evidence-based and validated</li><li>• Information technology deficiencies create major obstacles for staff</li></ul>

## Parole board decision making hampered by antiquated processes

Issue Area	Part of System
	Parole Board
Staff	<ul style="list-style-type: none"><li>• Board members and staff are qualified, incredibly hard-working and devoted</li><li>• Training specific to mission is lacking, e.g., role of risk/needs in continuation of criminal behaviors</li></ul>
Policy & Practice	<ul style="list-style-type: none"><li>• Hearings are facilitated through lengthy paper reports, with excessive information often unrelated to readiness for release</li><li>• Parole “guidelines” mirror historical practice but don’t actually <i>guide</i> decision making in relation to individual’s readiness</li></ul>
Resources	<ul style="list-style-type: none"><li>• Board currently dealing with two vacancies</li><li>• Members and staff must navigate multiple databases during hearings, adding to inefficiencies and scattered nature of info.</li></ul>

Probation and parole supervision is hampered by lack of training, poor use of risk assessment information, and outdated IT resources

<b>Issue Area</b>	<b>Part of System</b> Supervision in Community
<b>Staff</b>	<ul style="list-style-type: none"><li>• Staff are qualified, incredibly hard-working and devoted</li><li>• Training beyond initial basic is minimal, antiquated, and not properly geared toward mission of behavior change</li></ul>
<b>Policy &amp; Practice</b>	<ul style="list-style-type: none"><li>• Risk inconsistently used in prioritizing programming/treatment</li><li>• Uncoordinated policy around use of sanctions and incentives</li><li>• Limited use of swift &amp; certain sanctions, i.e., jail sanctions</li></ul>
<b>Resources</b>	<ul style="list-style-type: none"><li>• Risk assessment tools inconsistent in application and in need of validation across more robust measures (e.g., re-arrest)</li><li>• Lack of community-based programming and treatment, particularly in addressing cognitive behavioral issues</li></ul>

# Overview

1

Reentry and the Challenge  
of Changing Behavior

2

Missouri's Reentry Reality

3

Moving Missouri Toward  
Structured Reentry



## Policy options related to training

	Behind the Walls	Parole Board	Supervision in Community
<input type="checkbox"/> Require regular training on how to complete risk assessments	◆		◆
<input type="checkbox"/> Require core correctional practice training so officers understand how risk should factor into decision making	◆		◆
<input type="checkbox"/> Implement training for officers on how to maximize client interactions and use of case plans	◆		◆
<input type="checkbox"/> Training on communication and understanding others' communication styles		◆	

## Policy options related to screening and assessment tools

	Behind the Walls	Parole Board	Supervision in Community
<input type="checkbox"/> Adopt a streamlined, validated risk/need assessment process for men and women	◆		◆
<input type="checkbox"/> Have policy in place to guide re-administration of risk assessment to ensure all probationers and parolees have opportunity to drop down supervision levels			◆
<input type="checkbox"/> Validate tools study every 5 years to include predictive validity across gender and racial groups	◆		◆
<input type="checkbox"/> Develop parole guidelines oriented around readiness for reentry		◆	

## Policy options related to resources

	Behind the Walls	Parole Board	Supervision in Community
<input type="checkbox"/> Systemic IT modernization to coordinate and streamline	◆	◆	◆
<input type="checkbox"/> Adopt evidence-based cognitive behavioral programs like Thinking for a Change			◆
<input type="checkbox"/> Structure CSCs to more effectively respond to violations and prevent revocations			◆
<input type="checkbox"/> Increase funding to enable more drug testing and ensure resources are available for people testing positive			◆
<input type="checkbox"/> Expand availability of treatment services for people in the community			◆

## Policy options related to policy and practice

	Behind the Walls	Parole Board	Supervision in Community
<input type="checkbox"/> Establish structured and consistent criteria for admission into programs	◆		◆
<input type="checkbox"/> Ensure that risk levels are used to prioritize access to programs and treatment	◆		◆
<input type="checkbox"/> Develop behavior response policy incorporating sanctions and incentives			◆
<input type="checkbox"/> Streamline and modernize information assembly relating to parole release readiness	◆	◆	
<input type="checkbox"/> Fix ECC issues around revocation if restitution owed at end of early discharge opportunity			◆
<input type="checkbox"/> End practice of earning ECC credits while on absconding status or while in custody			◆



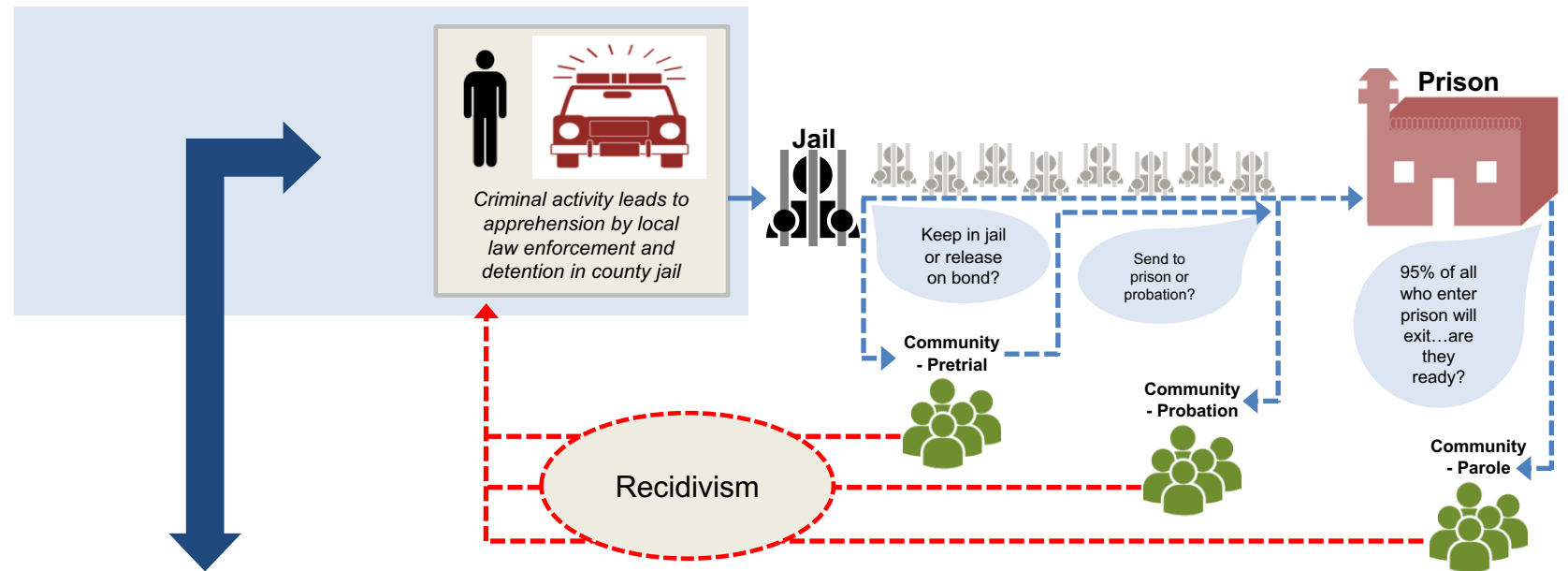
## Policy options related to quality assurance

	Behind the Walls	Parole Board	Supervision in Community
<input type="checkbox"/> Monitor recidivism rates and assess effectiveness of treatment and programming	◆		◆
<input type="checkbox"/> Measure performance of CBT programs to ensure proper administration and outcomes	◆		◆
<input type="checkbox"/> Develop mechanisms to collect data on quality assurance from community-based behavioral health treatment			◆
<input type="checkbox"/> Develop performance dashboards that reflect supervision outcomes			◆
<input type="checkbox"/> Measure staff performance against best practices	◆	◆	◆

## Summary of key takeaways from today's presentation

- ❖ What works in changing behavior is informed by research—qualified staff with adequate resources
- ❖ Missouri is facing high costs—state prisons and county jails are overcrowded, and recidivism rates are driving the costs higher
- ❖ Fortunately, there is a roadmap for addressing these challenges:
  - a. Assessment and triage of resources to highest risk
  - b. Strengthening community-based services
  - c. Better structuring parole decision making

## Coming in the October meeting



**Repair Harm**

Understand victim services and resources in the state; analyze crime victim compensation benefits and restitution processes

**Reduce Recidivism**

Review opportunities for employment and housing and the impact of criminal records on employment and housing

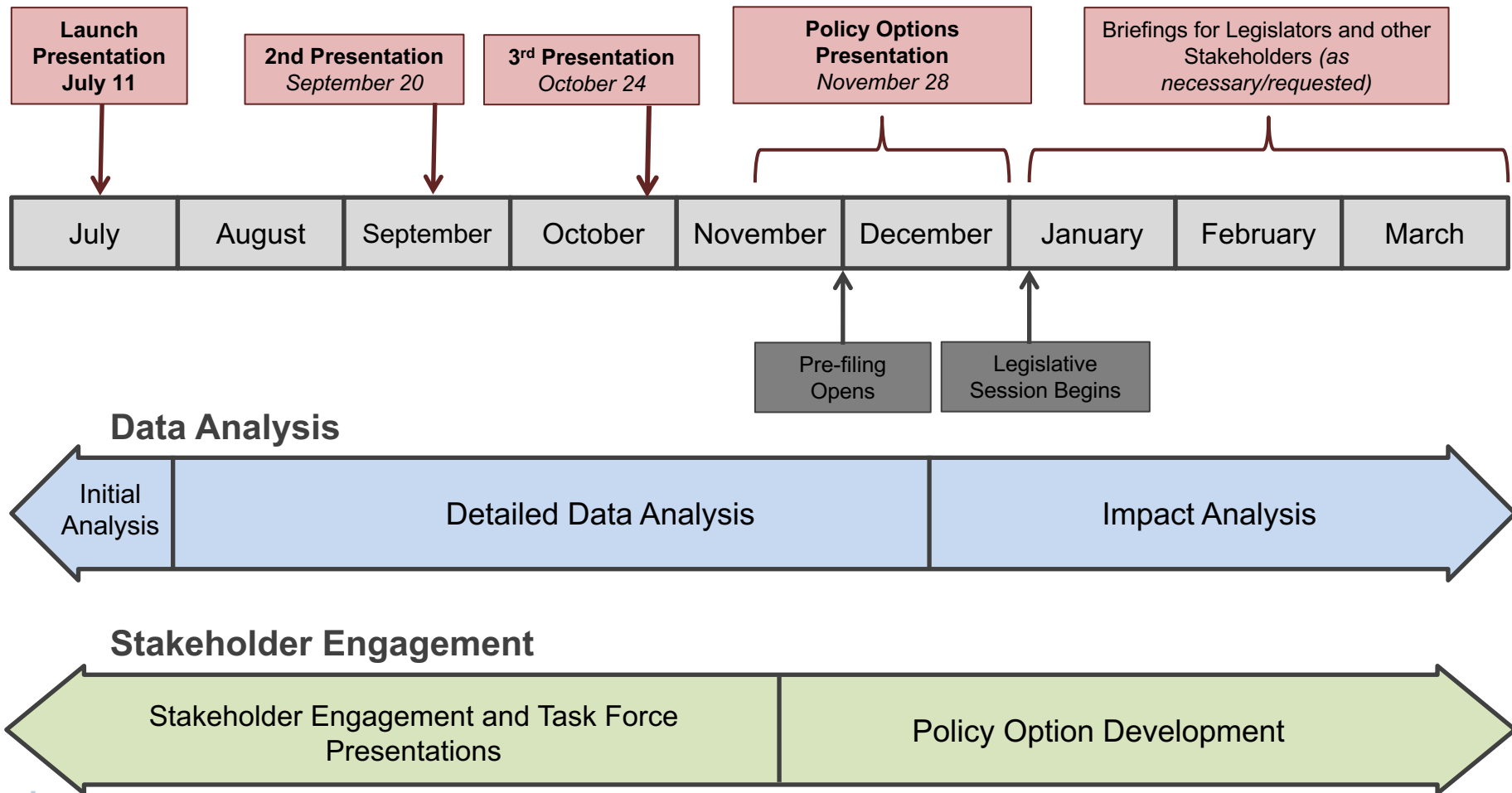
**Stop First-time Offense**

Identify drivers of crime and prison/jail populations; consider opportunities for MDOC and law enforcement to share information

**Build Trust**

Consider strategies to improve underlying issues of distrust in communities heavily impacted by crime

# Proposed timeline for justice reinvestment in Missouri



# Thank You

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