



State of Missouri
Department of Public Safety

Game Plan

July 1, 2017 - June 30, 2018



*"We are dealing with Veterans, not procedures;
with their problems, not ours."*

GENERAL OMAR NELSON BRADLEY

Executive Director's Message



The Game Plan cover for this year honors one of Missouri's great soldiers. Daniel Bell took this photo of General Omar N. Bradley's statue at the Veterans Park in Moberly, Missouri to help visualize the tone for our direction this year.

As the first Director of the United States Department of Veterans Affairs, General Bradley said in 1947, "We are dealing with Veterans, not procedures; with their problems, not ours." Those words spoken 70 years ago remain both relevant and timeless.

So how do we do it? How do we follow General Bradley's advice 70 years later? We place Veterans first in all we do. We sing from the same sheet of music. We are always transparent in our intentions and our actions. We plan the flight and fly the plan.

We have accepted great responsibility with Missouri's 480,000 Veterans. General Bradley had a lifetime of responsibility focused on the welfare of his troops and finally, his Veterans. He passed that legacy on to you and me.

We are blessed to continue the mission.

A handwritten signature in black ink that reads "L. D. Kay". The signature is written in a cursive, flowing style.

Larry D. Kay
Executive Director
Missouri Veterans Commission

Who We Are

The Missouri Veterans Commission as established by RSMo Chapter 42, is tasked with the sacred honor and duty to “aid and assist all veterans and their dependents and legal representatives, who are legal Missouri residents or who live in the state of Missouri, in all matters relating to the rights of veterans under the laws of the United States and under the rules and regulations of federal agencies, boards, commissions and other authorities which are in any manner concerned with the interest and welfare of veterans and their dependents.”

VISION

Support our Veterans: past, present and future.

Past:

Missouri has a rich history of supporting its Veterans. In the 1890's two Soldier's Homes were opened for Union and Confederate Veterans with each home having a Veterans cemetery. In 1931, legislation was passed establishing the first State Service Officer to oversee benefits provision to Veterans. Even though World War I, World War II, Korea, and Vietnam have ended, we are still paying the cost for those wars. Veterans, spouses, and dependents from those eras are still receiving benefits that are owed to them. In fact, according to the U.S. Department of Veterans Affairs, spouses and dependents from the Spanish-American War are still receiving benefits, 109 years after that conflict officially ended.

Present:

Today the commission supports Veterans through seven Veterans Homes, six Veterans Cemeteries, and 44 Veterans Service Officers. We also enjoy a great relationship with Missouri's Veterans Service Organizations who have an additional 38 Service Officers assisting Veterans. Our partnerships and connections with these organizations as well as the VA, our elected officials, and other interested parties further insure that Veterans are receiving the support they deserve. As we continue to enroll Veterans, their spouses, and their dependents, we are seeing a change in the types of benefits and services needed by our more recent Veterans. We are aware of the shift in needed benefits and we remain committed to properly guide Veterans to the most appropriate source of services.

Future:

We will support all actions and efforts to ensure that the needs of future Veterans are met. We recognize that future services provided will change to meet new needs not yet considered. The ongoing discovery of new presumptive conditions for Vietnam Veterans, the unique needs of Global War on Terror (GWOT) Veterans, and needs that will most certainly arise from new conflicts not yet considered will lead to changes in the way we will provide services in the future.

Who We Are

MISSION

Provide Veterans with timely benefits assistance, skilled nursing care and a final resting place with honor.

Timely Benefits Assistance:

82 Veterans Service Officers (44 through MVC and 38 through the Veterans Service Organization grant program) assist Veterans and their families throughout the state with benefit information and claims assistance. The VSOs help in preparing forms, submitting applications, answering VA letters, and providing follow-up on claims for VA benefits. The commission also has four specialized outreach initiatives focusing on the unique needs of certain Veterans: Women Veterans, Minority Veterans, Incarcerated Veterans, and Returning and Current Active Duty Service Members. We also employ a Veterans Ombudsman who works with unusual and extraordinary issues faced by Veterans, Service Members, and their families.

Skilled Nursing Care:

Our seven Missouri Veterans Homes operate 1,350 long term skilled nursing care beds in compliance with Federal Department of Veterans Affairs regulations. Each Missouri Veterans Home employs a licensed nursing home administrator, has registered nurses on duty 24 hours per day, and provides physician care and many other specialized care services. The seven homes are located in the cities of Cameron, Cape Girardeau, Mexico, Mt. Vernon, St. James, St. Louis, and Warrensburg.

Final Resting Place With Honor:

With the philosophy to honor our Veterans in perpetuity for their service and sacrifice, we have created a cemetery network so that every Missouri Veteran and eligible dependent will have reasonable access to a Veterans cemetery. There are five cemeteries located in or near the cities of Bloomfield, Higginsville, Fort Leonard Wood, Jacksonville, and Springfield. A sixth cemetery, located in St. James is closed to interment.

VALUES

Represent the core of who we are and guide us in accomplishing our Vision and Mission.

Service - We focus on exceeding our Veterans expectations

Knowledge - We are experts in meeting Veterans needs

Quality - We strive for optimal outcomes in every situation

Dignity - We respect the sacrifice of our Veterans

Integrity - We match our actions to our words

Honor - We uphold our Veterans: Past, Present & Future

Compassion - We are privileged to care for our Veterans

Loyalty - We stand beside our Veterans forever

FY 2017 Successes

The Fiscal Year 2017 Game Plan once again set the tone for our operational direction. We made significant strides in expanding our electronic communication systems.

Successes for FY 2017 include:

Homes Program

- The Homes Program has a paperless Electronic Health Record. We continue to work with the vendor to enhance the system and ensure it meets our needs
- We continue to work with our lab and x-ray vendors to complete an interface with our electronic health record
- All 7 homes provided training to staff wanting to become Certified Nursing Assistants

Veterans Service Program

- Completed the test phase of the Digits-to-Digits (D2D) program. The production phase is underway
- Fully implemented Veterans Benefits Claims System
- Updated and modernized our Veterans Service Offices in Nevada, Independence and Moberly
- Continued audit reviews of our VSO offices to improve efficiencies in our Veterans Service Program
- Achieved 58% Fully Developed Claims

Cemeteries Program

- Ensured that resources were available to cemeteries for excellent grounds appearance
- Two cemeteries, Higginsville and Jacksonville were both rated excellent by NCA Inspectors
- Data normalization completed at all cemeteries in preparation for transfer to paperless environment
- Annual peer reviews completed at all operational Cemeteries

Construction

- Started construction of HB 19 bonding fund projects at six Veterans Homes
- Started construction of major renovation at St James Veterans Home
- Completed construction of security cameras and duress systems at all Veterans Homes
- Completed phase II construction of Cameron pavement and curbs
- Completed construction of Mexico pavement project
- Completed construction of street and curb additions at Springfield Veterans Cemetery
- Started construction for renovation of nurse stations, kitchenettes and restrooms at Cape Girardeau Veterans Home
- Secured new office space in Moberly for Veterans Service Officer

Executive Director's Philosophy

1. Place Veterans first in all we do
2. Sing from the same sheet of music
3. Be transparent in our intentions and our actions
4. Plan the flight and fly the plan

Executive Director's Need-to-Know

- Anything posing a potential or actual threat to our residents or employees.
- Death or critical illness / injury of an employee or family member
- Sentinel events in our Homes Program
- Receipt of any request from a Commissioner or the Department of Public Safety
- Missed or late mandatory reports to external agencies
- Adverse media involving the Missouri Veterans Commission
- Serious incidents involving Missouri Veterans Commission personnel
- Changes in the operational posture of facilities
- Planned or actual arrival of VIPs or Media into any of our facilities

FY 18 Executive Director's Intent

- Conduct feasibility study for inclusion into the United States Department of Veterans Affairs Adult Day Care Program
- Utilize our eVet Assist program to electronically submit all Fully Developed Compensation and pension claims to the United States Department of Veterans Affairs
- Finalize Homes, Cemetery and Veterans Service Program video tours.
- Continue to work with Missouri Veterans Commissioners and the Department of Public Safety to update salaries and to reclassify all Veterans Service Officer positions and to update salaries and shift differentials for Certified Nurse Aides, Licensed Practical Nurses, and Registered Nurses
- Execute the Capital Improvement budget with emphasis on United States Department of Veterans Affairs matched funded projects and proceed with projects funded through House Bill 19 bonding

FY 2018 Budget

2017/2018 Budget Goals:

- Continue to develop and update the 10 year budget model
- Monitor the solvency of dedicated funds
- Continue to work closely with elected officials for ongoing stabilized funding
- Request budgetary increases for inflation (medical, food, full cost of care services)
- Salary increase for Veterans Service Officers (to the level approved by the Commissioners)
- Update salaries and shift differentials for Certified Nurse Aides, Licensed Practical Nurses and Registered Nurses
- Request increase to overtime budget due to increase in vacancies at Veterans Homes

FY 2018 Budget

Missouri Veterans Commission		Operating Appropriations	Fiscal Year 2018	
House Bill Section	Fund	Programs	Amount	
Section 8.190 - Administration, Veterans Services Program, Cemeteries	Veterans Commission Capital Improvement Trust Fund	Cemeteries, Veterans Services Program, Central Office	\$5,871,432	
	General Revenue Veterans Trust Fund	Veterans Services Program	\$204,000	
		All Programs	\$23,832	
Total HB Section 8.190			<u>\$6,099,264</u>	
Section 8.195 - For the restoration, renovation and maintenance of a World War I Memorial	World War I Memorial Trust Fund	N/A	\$150,000	
Section 8.200 - Veterans Service Officer Grants	Veterans Commission Capital Improvement Trust Fund	VSO Grants	\$1,600,000	
Section 8.205 - Veterans Homes	Home Fund	Homes	\$78,366,024	
	Veterans Trust Fund	Homes	\$49,980	
	Veterans Commission Capital Improvement Trust Fund	Homes	\$29,731	
Total Appropriations to MVC - HB 8			<u>\$78,445,735</u>	
			<u>\$86,294,999</u>	
DPS Institutional - Homes Utilities	Veterans Commission Capital Improvement Trust Fund	Homes	\$2,786,011	
Public Safety Leasing	Veterans Commission Capital Improvement Trust Fund	Veterans Services Program	\$209,679	
Public Safety State Owned	Veterans Commission Capital Improvement Trust Fund	All Programs	\$112,691	
Total Appropriations from MVC Dedicated Funds - HB 13			<u>\$3,108,381</u>	
Fringe Benefits	Veterans Commission Capital Improvement Trust Fund	Cemeteries, Veterans Services Program, Central Office	\$1,825,764	
Fringe Benefits	Home Fund	Homes	\$29,246,324	
Total Appropriations from MVC Dedicated Funds - Fringe Benefits - HB 5			<u>\$31,072,088</u>	
OA ITSD	Home Fund	Homes	\$1,297,555	
OA ITSD	Veterans Commission Capital Improvement Trust Fund	Cemeteries	\$149,927	
Total Appropriations from MVC Dedicated Funds - OA ITSD - HB 5			<u>\$1,447,482</u>	
Total			<u>\$121,922,950</u>	

Veterans Cemeteries Program

The Veterans Cemeteries Program oversees six state Veterans cemeteries, commemorating almost 150 years of military service, from the Civil War to the present.

Program Vision:

Provide our Veterans with a final resting place with honor.

Program Mission:

Promote public awareness about State Cemetery benefits; provide appropriate grounds, facilities and qualified staff; work effectively as a team to always place Veterans first; and ensure our Veterans, families and citizens are treated with dignity, respect, and honor.

2018 Program Goals:

- Continue to develop plans and research options to move Cemetery Program into a paperless environment
- Work with ITSD to develop a user friendly data base consisting of all burial information at each cemetery that will be able to be automatically transfer to a centralized server
- ITSD indicates that they will not be able to start building the data base until CY 2018
- Continue to develop plans for the scanning of all current pre-certifications and burial folders into an electronic database when database is completed by ITSD
- Emphasize use of Gravesite Assessment Report (GAR) to ensure that gravesite height, plumb and alignment meet or exceed National Cemetery Administration (NCA) standards
- Continue to strive for Excellence on all NCA Inspections
- Finish review of all pre-certifications on file at cemeteries

2018 IT Goals:

- ITSD provides the infrastructure, equipment, technical support, governance, risk mitigation to the current electronic cemetery program
- ITSD to build a user friendly database to automatically transfer all burial information to a centralized server. CY 2018

Veterans Homes Program

The Veterans Homes Program operates seven Missouri Veterans Homes with a total of 1,350 beds that provide long term skilled nursing care in compliance with 157 Federal Department of Veterans Affairs regulations.

Program Vision:

Be the premier provider of skilled nursing care for eligible Veterans in Missouri.

Program Mission:

Provide high quality skilled nursing care through appropriate facilities, grounds, and qualified staff; work effectively as a team, always placing the Veteran first; and ensuring our Veterans, families and citizens are treated with dignity, respect and honor at each Missouri Veterans Home.

2018 Program Goals:

- Work with the VA to determine requirements and regulations for Adult Day Care Programs
 - o Inquire within the National Association of Veterans Homes to find other states successfully participating in Adult Day Care Programs
 - o Determine catchment areas surrounding each State Veterans Home and review Adult Day Care Programs in each area
- Improve recruitment and increase retention of Registered Nurses, Licensed Practical Nurses and Certified Nursing Assistants
 - o Complete market reviews for RNs, LPNs and CNAs and recommend necessary increases for recruitment rates
 - o Review additional recruitment tools such as increased shift differentials, alternative scheduling options, tuition reimbursement and sign-on bonuses
- Fully implement a new timekeeping system throughout all 7 Homes
 - o Continue to work with IT and HR to ensure staff are trained properly on the new CareWare Timekeeping System
- Continue to review expenditures related to high cost drugs for full cost of care (higher per diem) Veterans and the impact it has on the budget

2018 IT Goals:

- ITSD provides the infrastructure, equipment, technical support, governance and advise on risk mitigation methodologies to enable radiology ordering and improving response times
- ITSD provides the infrastructure, equipment, technical support, governance and advise on risk mitigation methodologies to enable lab test ordering and lab results reporting
- ITSD supports and provides technical support for several MVC systems, to include:
 - o Implementation of CareWare Timekeeping System to replace the legacy Kronos Time Keeping System
 - o Waiting List System
 - o Veteran's Home physical security (OnGuard Door Security system)
 - o Veteran's Administration Survey access to Enterprise Resources
 - o Improvements in Veteran's Homes 24x7 infrastructure and bandwidth requirements
 - o Provide governance, risk mitigation, security training, advise, policies, procedures, systems and notification of any potential or actual threat to Veteran's Home residents and Veteran's Commission employees
 - o Provide 24x7 service level agreements to supporting the operational posture of Veteran's Homes

Veterans Services Program

The Veterans Services Program provides benefits counseling and assistance to Veterans and their dependents. The Incarcerated Veterans Coordinator, Minority Veterans Coordinator, Women Veterans Coordinator, and Outreach Coordinator lead four specific outreach initiatives focused on contemporary Veterans issues.

Program Vision:

Ensure all eligible Missouri Veterans and dependents are receiving the Veterans benefits to which they are legally entitled.

Program Mission:

Provide outreach to and inform Veterans and dependents about their Veterans benefits, encourage those eligible to apply, successfully manage claims, and advocate for Veterans and dependents.

2018 Program Goals:

- Improve recruitment and retention of Veterans Service Officers
 - Coordinate with our Human Resources Department to attract quality applicants
 - Continue to work with Missouri Veterans Commissioners and the Department of Public Safety to upgrade Veterans Service Officer, Senior Office Support Assistants and Office Support Assistants salaries
- Continue to evaluate, update and modernize our Veterans Service Officers central office locations to provide a safe, accessible, private, environmentally comfortable and organized space
- Continue internal audits of Veteran Service Offices to improve efficiencies and accountability
- Provide educational opportunities to our Veterans Service Officers to ensure they are continually kept up to date concerning Veterans benefits. Invite all partner Veteran Service Organizations to participate in this process.
- Fully utilize our Veterans Claims Management System to electronically submit all Fully Developed Claims (FDC) utilizing the VA's Digits-to-Digits (D2D) program to the Department of Veterans Affairs for benefits processing
- Continue to work in concert with our Veterans Claims Management System vendor to improve system capabilities and efficiencies

2018 IT Goals:

- ITSD provides the infrastructure, equipment, technical support, governance, risk mitigation, and access for Veterans to government systems by hosting and supporting the eVet Assist program on risk mitigation methodologies and to enable operationalizing Electronic Health Records
- ITSD provides technical support and advice to MVC to enable the Veteran's Digits-to-Digits (D2D) initiative that electronically moves Missouri Veteran's claim information from the State of Missouri to the Department of Veterans Affairs.
- Improve statewide data connectivity service to all Veterans Service Officers

Central Office - Construction

2018/2019 Goals:

- Complete construction for renovation of nurse stations, kitchenettes and restrooms at Cape Girardeau Veterans Home
- Renovate CBOC's at the Cameron and St James Veterans Homes for facility use
- Design and start construction of HB 19 major renovation projects at all seven Veterans Homes
- Complete renovation of St James Veterans Cemetery
- Complete construction of new storage building at Jacksonville Veterans Cemetery
- Finalize design and start construction, if federal funds are available, of pavilion and climate controlled storage building at St Louis Veterans Home
- Secure new office space in Joplin, Poplar Bluff & Osage Beach for Veterans Service Officers
- Complete renovation of new VSO office space in Independence
- Continue construction of major facility renovation at St James Veterans Home
- Continue to complete maintenance and repair projects statewide with critical maintenance and repair funds
- Continue to develop and update 10 year capital improvement budget
- Continue to monitor and implement needs of Veterans Service Officer, leased space
- Start construction of new columbarium wall and site work at Higginsville Veterans Cemetery, if federal funds are available
- Start construction of new columbarium wall and site work at Springfield Veterans Cemetery, if federal funds are available
- Pavement & fencing upgrades at Warrensburg Veterans Home
- Pavement & exterior lighting upgrades at Cape Girardeau Veterans Home
- Electrical modifications at all Veterans Homes and Veterans Cemeteries
- Major renovations and new chapel at St Louis Veterans Home
- Major renovations at the Cape Girardeau Veterans Home

New C.I. Budget Request Items in FY19:

- Construct new chapel and pavilion at the St. James Veterans Home
- Construct new columbarium wall at the Bloomfield Veterans Cemetery
- Critical maintenance and repair funds for Home, Cemeteries and Veterans Service offices

Central Office Support Goals

2018 Central Office Support Goals:

Central Office

- Continue providing administrative support for all Missouri Veterans Commission programs

Human Resources

- Pay Plan Initiatives
 - Continuation of VSO Salary Increases
 - Differentials as Incentives for Recruitment, Overtime (Weekend Shift Differential?)(Day to Night Differential?) (Attendance Differential?) (Employee Choice to Flex or Receive Overtime?)(City Labor Market Differential?)
- Implementation of Electronic Time and Leave System throughout MVC
- Evaluation of Pre-Employment Screening
- MVC Time and Leave Bid Awards
- Preparation for Possible Labor Management Negotiations
- Department and MVC Policy on Parental Leave

Legal

- Identify risk and develop plans to address risk
- Review regulations, policies, and best practices and revise as needed
- Establish case tracking system
- Continue to provide legal support to MVC programs and staff

Ombudsman

- Continue to provide Veterans centered care with timely responses to all inquiries directed to the Ombudsman for resolution
- Continue coordination with all Veteran work peer groups
- Continue to collaborate with federal, state and local agencies and organizations on improving access to Veterans services

Outreach

- Continue participation in statewide Veteran outreach events, such as Yellow Ribbons, briefings, fairs, festivals, and VA outreach events

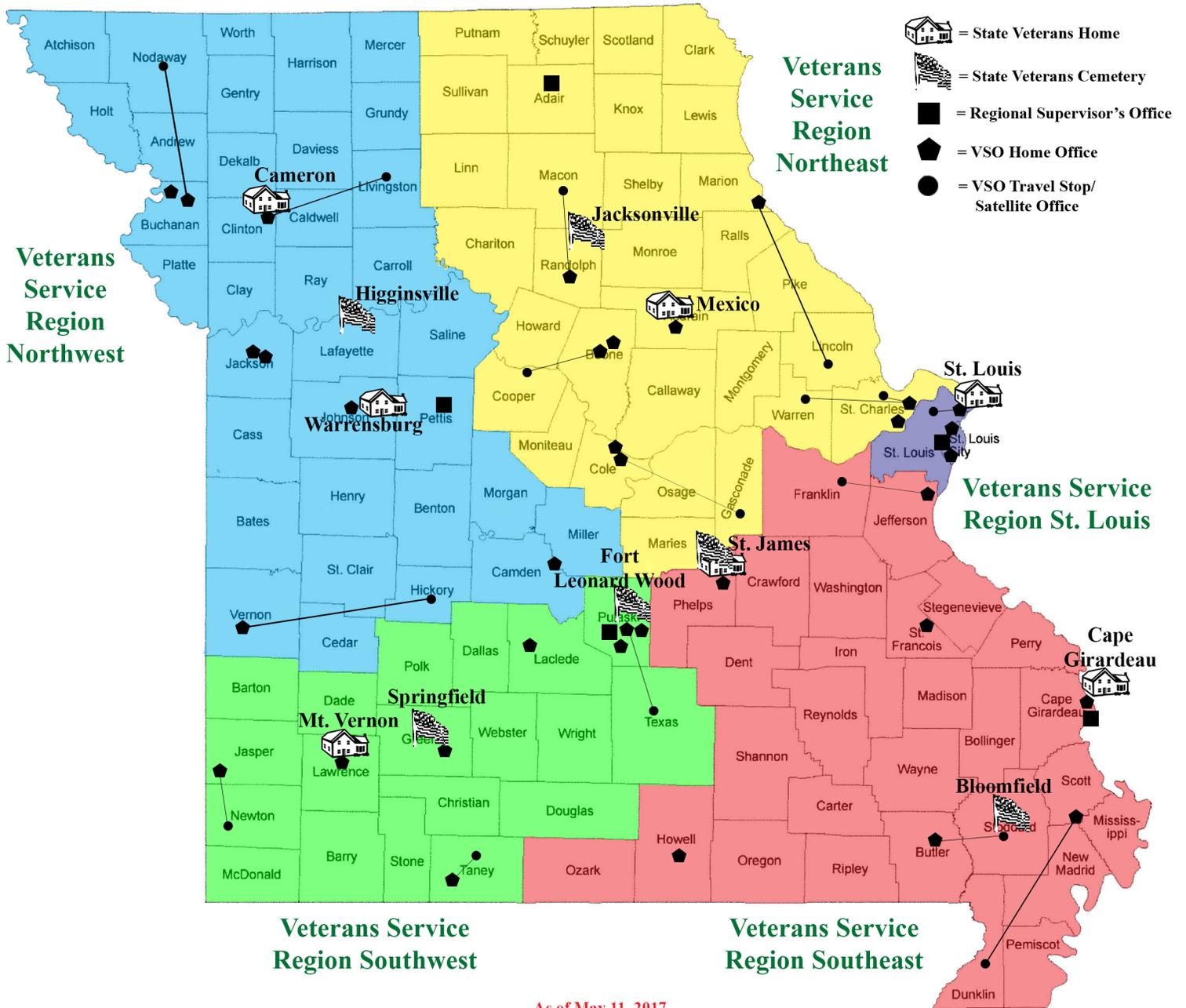
Public Information

- Maintain social media presence
- Continue to add public information officer resources on SharePoint
- Continue to work with Veteran Services Program on media outreach in rural areas
- Support core programs with local media interactions
- Finalize Homes, Cemetery & VSO video tours

HIPAA Compliance

- Protect health information created, maintained or received by MVC and ensure conformance to the Health Insurance Portability and Accountability Act across the organization
- Identify compliance-related risks and develop strategies to build internal controls
- Monitor and evaluate strategic direction to protect the interests of MVC and the Veterans we serve

Program Locations



Service Officer Directory

Northeast Veterans Service Region

Regional Supervisor	660-785-2460
Adair	660-785-2460
Audrain	573-581-1088 xt. 1258
Boone	573-882-5135
Callaway	573-882-5135
Chariton	660-263-4960
Clark	573-248-2550
Cole	573-751-3779
Cooper	573-882-5135
Gasconade	573-751-3779
Howard	573-882-5135
Knox	660-785-2460
Lewis	573-248-2550
Lincoln	573-248-2550
Linn	660-263-4960
Macon	660-263-4960
Maries	573-751-3779
Marion	573-248-2550
Moniteau	573-751-3779
Monroe	660-263-4960
Montgomery	573-581-1088 xt. 1258
Osage	573-751-3779
Pike	573-248-2550
Putnam	660-785-2460
Ralls	573-248-2550
Randolph	660-263-4960
Schuyler	660-785-2460
Scotland	660-785-2460
Shelby	573-248-2550
St. Charles	636-949-7900 xt. 7213
Sullivan	660-785-2460
Warren	636-949-7900 xt. 7213

Southwest Veterans Service Region

Regional Supervisor	573-451-2533
Barry	417-466-7103
Barton	417-629-3538
Christian	417-895-6532
Dade	417-466-7103
Dallas	417-532-6754
Douglas	417-320-6150
Greene	417-895-6532
Jasper	417-629-3538
Laclede	417-532-6754
Lawrence	417-466-7103
McDonald	417-629-3538
Newton	417-629-3538
Polk	417-895-6532
Pulaski	573-451-2533
Stone	417-320-6150
Taney	417-320-6150
Texas	573-451-2533
Webster	417-895-6532
Wright	417-532-6754

Northwest Veterans Service Region

Regional Supervisor	660-530-5544
Andrew	816-387-2841
Atchison	816-387-2841
Bates	417-448-1133
Benton	660-530-5544

Northwest Veterans Service Region (con't)

Buchanan	816-387-2841
Caldwell	816-632-6010 xt. 236
Camden	573-348-2641
Carroll	816-632-6010 xt. 236
Cass	816-325-5882
Cedar	417-448-1133
Clay	816-387-2841
Clinton	816-632-6010 xt. 236
Daviess	816-632-6010 xt. 236
DeKalb	816-632-6010 xt. 236
Gentry	816-387-2841
Grundy	816-632-6010 xt. 236
Harrison	816-632-6010 xt. 236
Henry	660-543-7930
Hickory	417-448-1133
Holt	816-387-2841
Jackson	816-325-5882
Johnson	660-543-7930
Lafayette	660-543-7930
Livingston	816-632-6010 xt. 236
Mercer	816-632-6010 xt. 236
Miller	573-348-2641
Morgan	573-348-2641
Nodaway	816-387-2841
Pettis	660-530-5544
Platte	816-387-2841
Ray	660-543-7930
Saline	660-530-5544
St. Clair	417-448-1133
Vernon	417-448-1133
Worth	816-387-2841

Southeast Veterans Service Region

Regional Supervisor	573-290-5752
Bollinger	573-290-5752
Butler	573-840-9770
Cape Girardeau	573-290-5752
Carter	573-840-9770
Crawford	573-265-3271 ext. 276
Dent	573-265-3271 ext. 276
Dunklin	573-472-5350
Franklin	636-287-1721
Howell	417-256-3452
Iron	573-218-6130
Jefferson	636-287-1721
Madison	573-218-6130
Mississippi	573-472-5350
New Madrid	573-472-5350
Oregon	417-256-3452
Ozark	417-256-3452
Pemiscot	573-472-5350
Perry	573-290-5752
Phelps	573-265-3271 ext. 276
Reynolds	573-218-6130
Ripley	573-840-9770
Scott	573-472-5350
Shannon	417-256-3452
St. Francois	573-218-6130
Ste. Genevieve	573-218-6130
Stoddard	573-472-5350
Washington	573-218-6130

Southeast Veterans Service Region (con't)

Wayne 573-840-9770

St. Louis Veterans Service Region

Regional Supervisor	314-253-4450
St. Louis City	314-253-4450
St. Louis County	314-340-6389 ext. 428
St. Louis County (Veterans Home)	314-340-6389 ext. 242



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Veterans Homes

St. James	573-265-3271
Mt. Vernon	417-466-7103
Mexico	573-581-1088
Cape Girardeau	573-290-5870
St. Louis	314-340-6389
Cameron	816-632-6010
Warrensburg	660-543-5064

Veterans Cemeteries

Springfield	417-823-3944
Higginsville	660-584-5252
Bloomfield	573-568-3871
Jacksonville	660-295-4237
Ft. Leonard Wood	573-774-3496

Veterans Outreach

Incarcerated Veterans	314-340-2609
Minority Veterans	816-889-2050
Outreach Specialist	573-522-4228
Veteran Ombudsman	573-522-4220
Women Veterans	573-265-3271 xt. 245