

STRATEGIC PLAN 2021-2023

Cass/Pulaski Community Corrections



WHO WE ARE

Since 1992, Cass/Pulaski Community Corrections has been offering community-based programs for offenders in our local criminal justice system and offenders transitioning from the Indiana Department of Corrections to our community. We are committed to applying effective evidence-based programming to encourage positive choices and change in our participants, improving their quality of life and our community. Our primary services include electronic monitoring home detention, work release, community service and therapeutic programming with the purpose of providing community-based, rehabilitative alternatives to incarceration.



MISSION: Cass/Pulaski Community Corrections is committed to improving the quality of life of the program participants and the community by applying effective evidence-based programs that produce positive choices, constructive behavior and accountability from the program participants, thereby reducing their criminal actions.

VISION: To beat all aspects of recidivism.

STAKEHOLDERS:

Internal

Community
Offenders' Families
Victims
Business Community
Taxpayers
School Corporations
Mental Health Providers
Elected Officials

External

Courts & Criminal Justice System Employees
Prosecutors
Public Defenders
Adult Probation Departments
Juvenile Probation
Pretrial Services
Local Jail/Department of Corrections
Law Enforcement

WHAT WE HAVE ACCOMPLISHED

While these last two years have presented many unprecedented challenges, we have accomplished many of the goals outlined in our 2018-2020 Strategic Plan including:



- Building and launching our interactive website in the Fall of 2020, that allows attorneys to submit online applications for clients, client access to required program forms and community resources, links to virtual peer support and recovery groups, instructions and links to pay fees and restitution, and the distribution of agency information to the public.

- Transitioning to INCite's SRS Database in May of 2019 to better collect data, enhance supervision, improve efficiency of case managers and better analyze client behavior.

- Continuing to maintain IDOC funding, receiving a 5% increase in CY2020.
- Sought to reduce department expenses and successfully identified and secured a savings of approximately \$65,000 a year by changing electronic monitoring and inmate phone vendors and partnering with the Cass County Sheriff's Department to provide resident meals.
- Transferred the IACCAC Residential Facility Audit to a digital format with attachments and interactive hyperlinks to facilitate remote audits.
- Passed FY2019 IACCAC Facility and FY2019 IDOC Fiscal Audit with no issues to report.

WHERE WE ARE GOING

When developing the 2021-2023 Strategic Plan, our goal was to identify and prioritize areas of change that would help us grow and continue to accomplish our mission and values. We sought to streamline and simplify our objectives and outline goals that were challenging, yet practical, attainable and measurable. We collected feedback and input from staff, the Judiciary, Cass County Advisory Board, Community Leaders and other Stakeholders, as well as conducted an internal SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis. Through these discussions and by reviewing the past two years, we were able to identify five common themes and areas where we could improve and set goals that will leverage our strengths to help us improve upon our weaknesses to best overcome challenges and capitalize on opportunities for growth.

SWOT ANALYSIS	
Strengths	Weaknesses
<ul style="list-style-type: none">-Organizational Culture Committed to EBP-Established, Effective Community Supervision Alternatives	<ul style="list-style-type: none">-High Employee Turnover-Inconsistency in Adherence to Case Management Policies & Best Practices
Opportunities	Threats
<ul style="list-style-type: none">-Expand Therapeutic Programming into Local Jails	<ul style="list-style-type: none">-Lack of Proper Infrastructure to Isolate Inmates-High Potential for Drug Trafficking and Contraband to Enter Facility

IDENTIFIED STRATEGIC GOALS

01

IMPROVE EMPLOYEE RECRUITMENT, RETENTION AND DEVELOPMENT

02

EXPAND AND IMPROVE PHYSICAL INFRASTRUCTURE AND ENVIRONMENT TO ENSURE CLIENT AND STAFF SAFETY AND ENHANCE OPERATIONAL EFFICIENCY

03

COLLABORATE WITH COMMUNITY AGENCIES TO EXPAND THERAPEUTIC PROGRAMMING OPPORTUNITIES AND IMPROVE INTERNAL INTERVENTIONS AND PROGRAMMING

04

ENSURE CONSISTENT CASE MANAGEMENT AND CLIENT SUPERVISION

05

ENHANCE AND EXPAND EVIDENCE BASED PRACTICES, QUALITY ASSURANCE AND TECHNOLOGY INITIATIVES AND INNOVATION

HOW WILL WE GET THERE

1. IMPROVE EMPLOYEE RECRUITMENT, RETENTION AND DEVELOPMENT

Objectives:

- 1.1: Expand employee recruitment initiatives by more effectively utilizing our website and social media.
- 1.2: Continue to pursue opportunities to competitively compensate correctional officers to improve employee retention.
- 1.3: Enhance employee development by reinstating learning teams and increasing internal training opportunities for not only CPCC Staff, but also staff of Cass and Pulaski Pretrial Services and Probation.

Data Collection & Measurement:

Data on the number of continuing education hours and feedback gleaned from employee satisfaction surveys will be collected and reviewed.

2. EXPAND AND IMPROVE PHYSICAL INFRASTRUCTURE AND ENVIRONMENT TO ENSURE CLIENT AND STAFF SAFETY AND ENHANCE OPERATIONAL EFFICIENCY

Objectives:

- 2.1: Renovate the facility and modify floor plan to add two isolation cells to isolate ill or aggressive clients.
- 2.2: Acquire and implement use of a body scanner into operations to limit physical contact due to COVID-19 concerns and more effectively identify drug trafficking into the facility.
- 2.3. Add space to create individual office spaces for case managers, therapists and potential additional employees.

Data Collection & Measurement:

Cost analysis and project timelines will be continually monitored to ensure that the project stays within budget and desired deadlines.

3. COLLABORATE WITH COMMUNITY AGENCIES TO EXPAND THERAPEUTIC PROGRAMMING OPPORTUNITIES AND IMPROVE INTERNAL INTERVENTIONS AND PROGRAMMING

Objectives:

- 3.1: Transition the schedule and format of the existing work release program to more closely mirror a therapeutic community as appropriate.
- 3.2. Continue to partner with other local agencies to seek funding and provide support to develop a therapeutic community and cognitive behavioral programming in the Cass County and Pulaski County Jail.
- 3.3. In collaboration with Pretrial Services, continue to analyze the jail population by identifying the risk level of all inmates and those who have a criminogenic need for substance abuse programming and mental health services.

Data Collection & Measurement:

Continue to partner with Cass County Pretrial Services to monitor and analyze the jail population and collect data on risk level, as identified by IRAS, and identify potential clients for Community Corrections and the future Jail Therapeutic Community.

4. ENSURE CONSISTENCY IN CASE MANAGEMENT CLIENT SUPERVISION

Objectives:

- 4.1: Increase efficiency and file fidelity by utilizing our existing case management system to transition to paperless case files.
- 4.2: Improve and promote evidence-based practices in client supervision by standardizing client case notes and creating policy to improve supervision.
- 4.3: Update and expand our graduated sanctions and incentive policy and transition to a matrix format.

Data Collection & Measurement:

Contact frequency reports, case file audits and case note reviews will be conducted to ensure compliance and adherence to evidence-based practices in client supervision. Develop a paperless file and case audit system to improve the efficiency and frequency of quality assurance measures collected. Utilize Incentives and Sanction feature of SRS to track the number of incentives and sanctions administered and ensure correlation with risk level and needs.

5. ENHANCE AND EXPAND EVIDENCE BASED PRACTICES, QUALITY ASSURANCE AND TECHNOLOGY INITIATIVES AND INNOVATION

Objectives:

5.1: Promote evidence-based practices by continuing to collaborate with multiple agencies with the goal of improving services offered to the community and informing and assisting the Advisory Board, Judiciary and Criminal Justice Stakeholders in incorporating evidence-based decision making into everyday practices.

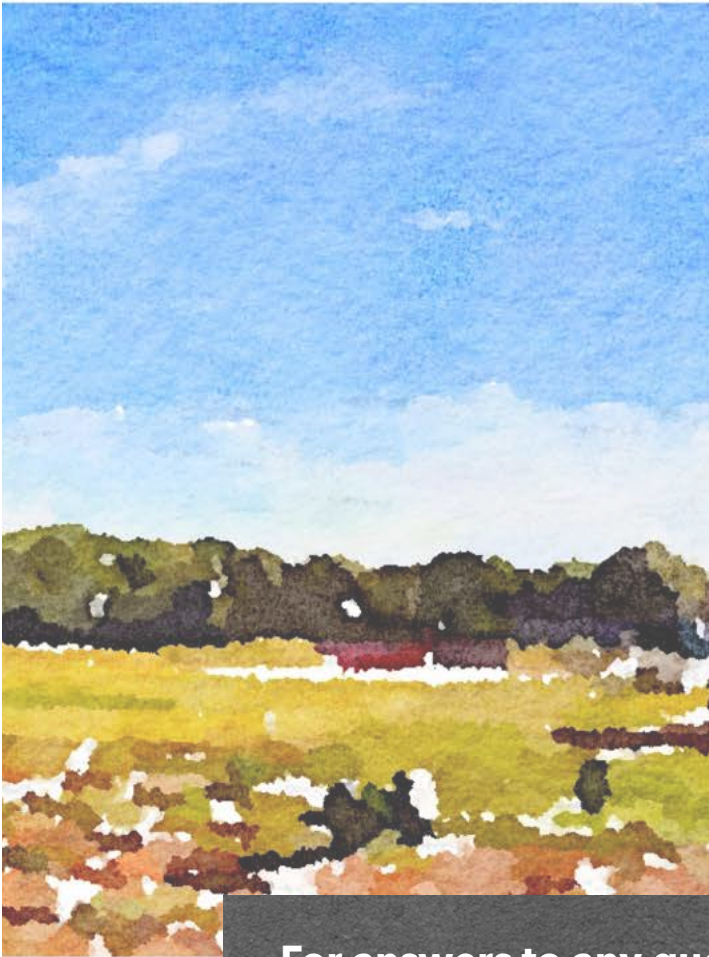
5.2: Develop and implement a system for tracking client recidivism rates and performance metrics, such as violation rate, safety rate, completion and success rate, and supervision concurrence rate.

5.3: Investigate implementing a barcode and electronic kiosk check-in system that integrates with our case management system.

***Obtaining this goal is dependent on technology being compatible with our existing CMS, SRS.

Data Collection & Measurement:

Definitions of the above-mentioned performance metrics will be written and data collection practices will be implemented to generate a baseline for said metrics, which will be calculated quarterly and distributed to stakeholders.



For answers to any questions contact:

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