

ANNUAL REPORT FY2019 Ext. - CY2020

Cass/Pulaski Community Corrections



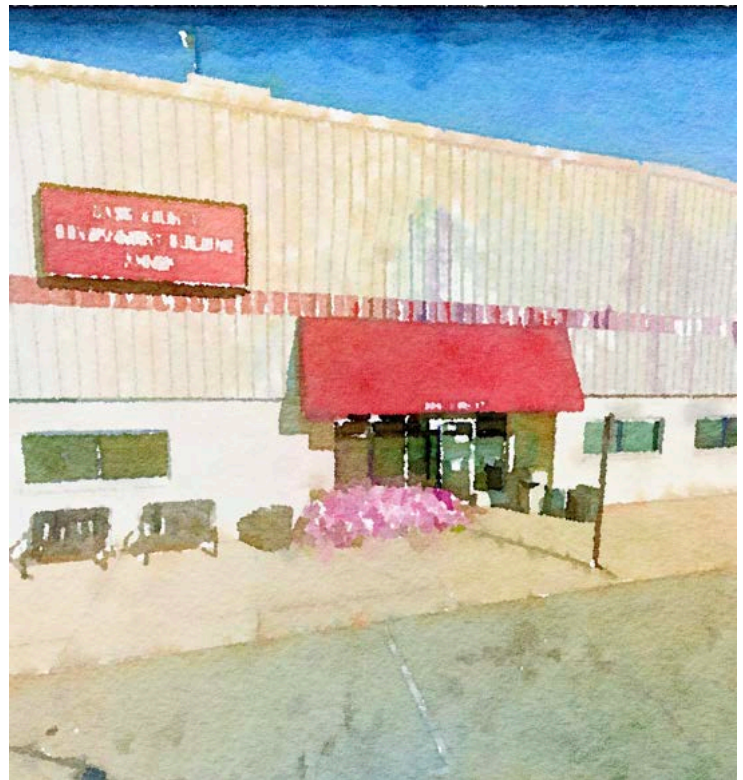
TABLE OF CONTENTS

Section 1: Agency Information	3
Agency History and Description	3
Mission Statement, Vision and Visual Identity	4
Advisory Board	4
2011-2023 Strategic Plan	6
Agency Organizational Chart	8
Employee Roster	9
Staffing Plan	10
Staff Training	15
Section 2: Notable Accomplishments	16
Section 3: COVID-19 Response	17
Section 4: Agency Statistical Summary Information	18
Section 5: Community Transition	22
Section 6: Community Service	23
Section 7: Home Detention	24
Section 8: Work Release	28
Section 9: Quality Assurance and Evidence-Based Practices	32
Compliance with Principles of Effective Intervention	32
Quality Assurance Measures	34
Section 10: Treatment Programs	43
Section 11: User Fees	42
Section 12: Financial Summary	43
Section 13: Collaboration	47

AGENCY HISTORY AND DESCRIPTION

In 1992, the Cass County Probation Department began supervising offenders on electronic monitoring home detention. Cass County Superior Court initiated this program to provide an alternative sentencing option in lieu of incarcerating non-violent offenders in the Cass County Jail. In 1994, the Cass County Probation Department began a partnership with the court system in Pulaski County agreeing to supervise offenders sentenced to electronic monitoring home detention. This partnership progressed, and, in 1995, Cass County and Pulaski County made a joint application with the Indiana Department of Corrections to form Cass/Pulaski Community Corrections, CPCC. Cass/Pulaski Community Corrections was formally established in 1996. In addition to offering electronic monitoring home detention, Cass/Pulaski Community Corrections began providing other alternative sentencing programs including community service, juvenile programs and adult work release.

Cass/Pulaski Community Corrections Department provides several community-based programs that aim to provide rehabilitative programming for offenders in our local criminal justice system and offenders transitioning from the Indiana Department of Corrections, the most well know being the In-Home Detention Electronic Monitoring



Program, Work Release and Community Service Program. At any given time the home detention program supervises up to 120 adult and/or juvenile offenders and 52 offenders via the residential work release program.

CPCC is founded upon evidence-based practices and utilizes the “best practices philosophy.” All clients admitted into one of our community correction programs submit to a risk/needs assessment (IRAS) that is used to create a collaborative case plan that includes targeted programming that corresponds with each client’s identified needs. Programming includes assisting the clients in obtaining employment; facilitating evidence-based courses that address substance abuse and cognitive behavioral issues; and aid in community peer support programs.

MISSION STATEMENT, VISION AND VISUAL IDENTITY

Mission

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

Vision

To beat all aspects of recidivism

Visual Identity

- The Scales of Justice symbolize the fair distribution of law, with no influence of bias privilege, or corruption.
- The Three Pillars symbolize a sustainable, strong, and reliable support system that we provide to our clients.
- The Pink Petunias symbolize our commitment to providing compassionate continued care and serving the community.
- The Butterfly symbolizes the power of personal transformation and growth.



ADVISORY BOARD

4

Cass County Community Corrections is governed by an advisory board and subject to state and local statutes and regulations. Additionally, the department is required to follow policy and procedures set out by the Indiana Department of Corrections and the Indiana Association of Community Corrections Grant Act Counties (IACCAC). Members of the Advisory Board include Community Leaders and our local Criminal Justice Stakeholders. Together we meet, exchange ideas and collaborate to ensure that we continue to improve our community and offer evidence-based recovery services. Current Members include:

Hon. James Muehlhausen, Judge, Cass Superior Court 1

Hon. Lisa Swaim, Judge, Cass Superior Court 2

Hon. Stephen Kitts, Judge, Cass Circuit Court

Hon. Crystal Kocher, Judge, Pulaski County Superior Court

Hon. Mary Welker, Judge, Pulaski Circuit Court

Ed Schroder, Cass County Sheriff

Jeff Richwine, Pulaski County Sheriff

Noah Schafer, Cass County Prosecutor

Kelly Gaumer, Pulaski County Prosecutor

Sheryl Pherson, Cass Chief Public Defender

Chris Martin, Logansport City Mayor

Ryan Browning, Cass County Commissioner

Mike Stajduhar, County Council

Will Scott, Cass Juvenile Probation/JDAI

Natalie Federer, Pulaski County JDAI
Terry Haney, Cass County Adult Probation
Christine Allen, Pulaski County Adult & Juvenile
Probation
Eric Courtney, Juvenile Corrections Facility
Nicole Hiatt Drang, Four County Mental Health
Adm.
Dr. Carrie Cadwell, Four County Mental Health
Adm.
Eric Regan, Lay Person
Kelly Stephenson, Lay Person

Advisory Board Meetings

The Cass/Pulaski Community Corrections Advisory Board meets every third Tuesday of the first month of the quarter. Traditionally said meetings are held in the Cass Government Building in the Bicentennial Room, but due to COVID-19 said meetings were held virtually via Lifesize.

The Advisory Board Meetings held in 2020 were as follows:

- February 18, 2020
- May 19, 2020
- June 30, 2020
- August 18, 2020
- November 17, 2020

The Advisory Board Meetings tentatively scheduled for 2021 are as follows:

- February 16, 2021
- May 18, 2021
- August 17, 2021
- November 17, 2021



2021-2023 STRATEGIC PLAN

When developing the 2021-2023 Strategic Plan, our goal was to identify and prioritize areas of change that would help use grow and continue to accomplish our mission and values.

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 programing 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.

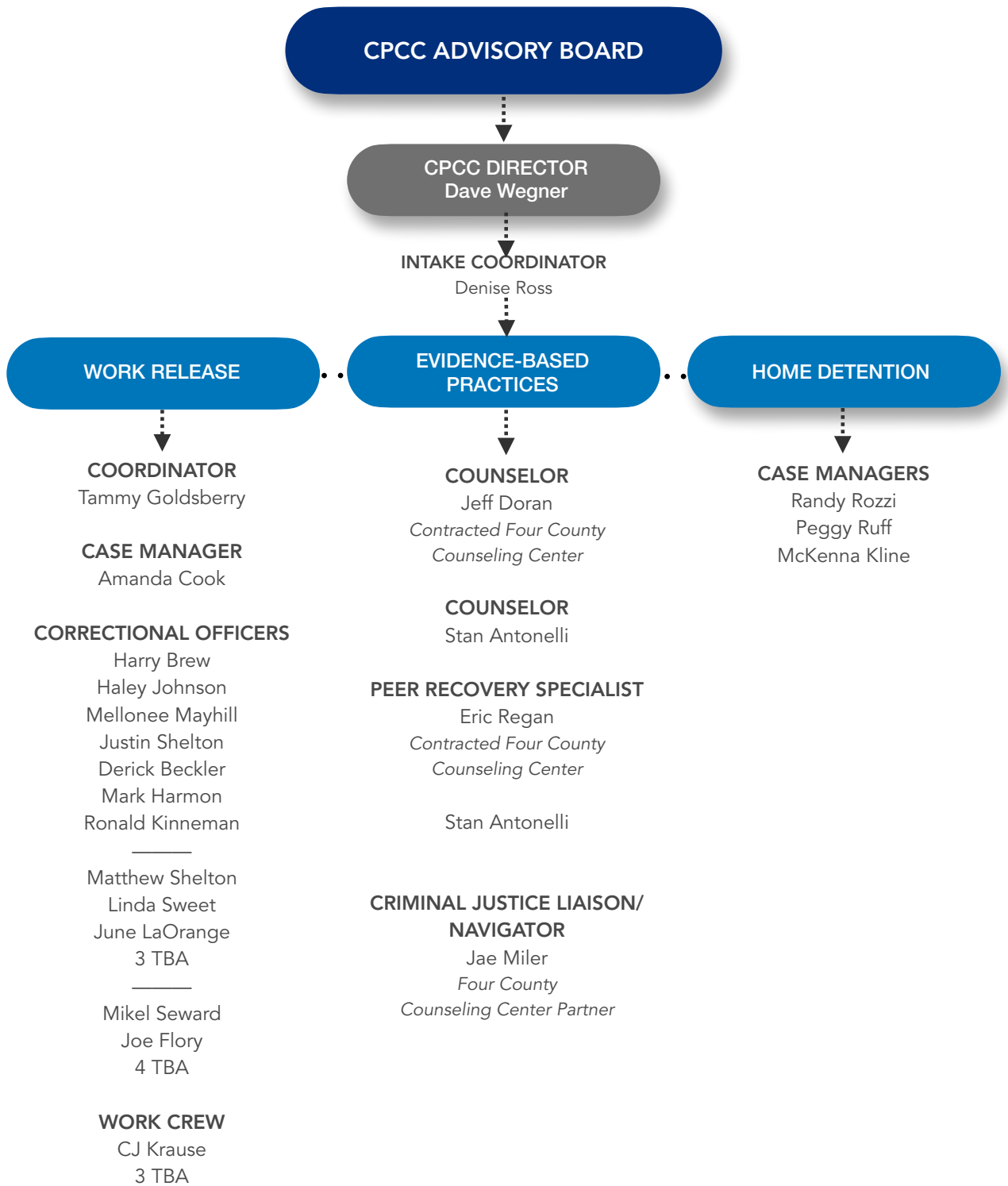
5.3: Investigate implementing a barcode and electronic kiosk check-in system that integrates with our case management system.

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

Data Collection & Measurement:

Definitions of 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.

AGENCY ORGANIZATIONAL CHART



EMPLOYEE ROSTER

Name	Position	Work Status
David Wegner	Director	Full Time
Denise Ross	Case Manager - Intake Coordinator/ PREA and Co-Quality Assurance Coordinator	Full Time
Randy Rozzi	Home Detention Case Manager	Full Time
Peggy Ruff	Home Detention Case Manager	Full Time
McKenna Kline	Home Detention Case Manager	Full Time
Tammy Goldsberry	Work Release Coordinator	Full Time
Amanda Cook	Work Release Coordinator	Full Time
Harry Brew	Correctional Officer-Supervisor	Full Time
CJ Krause	Correctional Officer-Work Crew	Full Time
Miguel Blanco	Correctional Officer	Full Time
Mikel Seward	Correctional Officer-Supervisor	Full Time
Matthew Shelton	Correctional Officer	Full Time
Justin Shelton	Correctional Officer	Full Time
Haley Johnson	Correctional Officer	Part Time
Derek Beckler	Correctional Officer	Part Time
Mellonee Mayhill	Correctional Officer	Part Time
June LaOrange	Correctional Officer	Part Time
Linda Sweet	Correctional Officer	Part Time
Ronald Kinneman	Correctional Officer	Part Time
Steve Hunt	Correctional Officer	Part Time
Mark Harmon	Correctional Officer	Part Time
Joe Flory	Correctional Officer	Part Time
Open Position (6)	Correctional Officer	Part Time
Open Positions (3)	Correctional Officer-Work Crew	Part Time
Jeff Doran	Counselor-Contracted Four County Counseling Center	Full Time
Stan Antonelli	Counselor	Part Time
Eric Regan	Peer Recovery Specialist -Contracted Four County Counseling Center	Part Time
Jae Miller	Criminal Justice Liaison/Navigator-Community Partner Four County Counseling Center	Part Time

The Cass/Pulaski Community Corrections Staffing Plan is designed to provide a measurement in the appropriateness and level of personnel. This section begins its study by providing general information of the organization then examines the department's financial and client population trends and how they relate to staffing needs.

Staffing Description

The Administrative Section of the department is currently comprised of two staff members: The Director whose primary duties include grant writing, budget preparation, supervision of staff, and program compliance and the Intake Case Manager with the special duties of intake, determining client eligibility and placement and who also serves as Quality Assurance Co-Coordinator and PREA Coordinator. The Director is responsible for the overall operation of the department. It is noted, that the FY2019 Staffing Plan allowed for a full-time Correctional Officer/Administrative Assistant who resigned in 2019. After examination of the agency's needs, it was determined that said position's administrative duties, such as bookkeeping and payroll would be distributed between the Director, Intake Case Manager, and Work Release Coordinator and as an additional full-time correctional officer in lieu of a dedicated administrative assistant better meets the current needs of the agency at this time.

The Counseling Section of the department currently facilitates cognitive behavioral and/or substance abuse programming. The leader of the section is a contracted full-time employee of the Four County Counseling Center who is classified as a counselor. This position administers risk/needs assessments on clients, assigns clients into appropriate treatment programs, and facilitates the department's catalog of evidence-based programs i.e. New Directions, MRT, Thinking for a Change, Relapse Prevention, and Beyond Trauma. Additionally, this position facilitates the department's Learning Teams.

Assisting the lead therapist is part time therapist/counselors and/or contracted counselors from the Four County Counseling Center who facilitate more specialized groups and provide individual counseling, as well as practicum interns from Purdue and Notre Dame University that provide supplemental counseling services. Additionally, this year we added a Peer Recovery Specialist, also contracted from Four County, who assists in the facilitation of facility peer recovery groups, i.e. W.R.A.P, and classes and also provides individual recovery support to clients.

Finally, the agency partners with the Four County Counseling Center on the position of Navigator/

Criminal Justice Liaison. This position is responsible for evaluating and assisting clients with applying for state health insurance programs and serving as a link with our Court System and local mental health and substance abuse services. 11

The Home Detention Section is led by three Case Managers. Each Case Manager maintains a case load of no more than forty clients. Responsibilities of the Case Managers include assessing client needs (risk/needs assessments), placing them into appropriate programming, and the monitoring of their activities. Correctional Officers assist Case Managers and are responsible for contacting clients while in the community and verifying that they are abiding by the terms and conditions of the program. Contacts include inspection of the client's home, collection of urine screens and testing for illegal substances. Department policy requires clients, based on risk level, to receive four to eight community visits per month. On average, field officers conduct four hundred fifty community contacts per month.

The Work Release Section, as further detailed in Section 3 of the report, was temporarily closed in April 2020 and replaced with a male only therapeutic model due to lack of necessary infrastructure to isolate ill clients as required by the constraints of COVID-19. Female residential clients were transferred to Home Detention or residential facilities and clients that remained in the facility were deemed as homeless and/or not appropriate for placement into the Home Detention program, with a population limit of 50% capacity. In response, work release staffing was temporarily reduced. It is also noted that throughout 2020, the agency has seen a high turnover in part-time correctional officers. Recognizing that the temporary reduction of population did not require us to maintain current staffing level, most open part-time correctional officer positions were not filled.

Due to the anomaly created by the effects of COVID-19, to best analyze this the section of the staffing plan for the future and the return to normal operations, below is a summary and description of Pre-COVID-19 staffing levels and standard operations.

The Work Release Facility normally operates on three shifts. The first shift operates from 7:00 a.m. to 3:00 p.m., the second shift operates from 3:00 p.m. to 11:00 p.m., and the third shift operates from 11:00 p.m. to 7:00 a.m. This section is led by the Work Release Coordinator. The Work Release Coordinator is responsible for the daily operations of the Work Release Facility. Duties included training and scheduling of staff, monitoring of clients, and ensuring the facility is operating at acceptable standards. The Coordinator also works with the Director in maintaining the agency's bookkeeping, accounting and financial management practices, as mentioned above.

The Work Release Coordinator is assisted by one Case Manager and twenty-seven Correctional Officers. The Work Release Case Manager's responsibilities include developing and monitoring client case plans, monitoring of clients behaviors and coordinating with the counseling department to ensure that clients are in appropriate programming.

There currently exists six full time Correctional Officers and twenty part time Correctional Officers. The first and second shifts operate with two full time Correctional Officers while the third shift operates with one full time Correctional Officer. Full Time Correctional Officers are designated as supervisors or "Officers in Charge" (OIC) and are responsible for the safety and security of the clients and facility. Each shift operates with at least three 3 full and/or part time officers. Two officers remain in the facility while the third officer is stationed in the community conducting client field visits and/or community service projects.

Standards set out by the Prison Rape Elimination Act (PREA) mandates that each shift contain at least one female officer and one male officer. PREA further mandates that staff adequately and appropriately monitor clients ensuring the prevention of sexual abuse. Other duties performed by correctional officers include general supervision of clients. Finally, the Community Service/Work Crew program is operated by one full time and two part time Correctional Officers

STAFFING HOURS

Again, due to the anomaly created by the effects of COVID-19, the below is a summary and description of our Pre-COVID-19 staffing levels and standard operations in order to best analyze and predict the needs of the agency when it returns to normal operations.

Past examination identifies that the department's personnel averages 1,034 of work hours per week. The Department currently dedicates 110 hours per week on Administrative matters, 95 hours per week on Counseling, 105 hours on Home Detention, 647 hours on Work Release and 77 hours on Community Service/Work Crew. Said hours break down to 63% of this time being committed to the Work Release program, 10% to the Home Detention program, 11% to Administrative matters, 9% to Counseling Programs and 7% to Community Service/Work Crew programs. The percentages by component remains nearly identical with studies conducted in 2014, 2017, and 2019. The 1034 hours a week required to operate the department is currently accomplished by 39 employees: 15 full time, of which 2 are contracted, and 23 part time. The department justifies the aforementioned staffing allocations through careful examination of client population verses department polices on supervision that help ensure public safety and the needs of the clients are being adequately met.

In evaluating staff, the department has classified each position as critical to the mission, important to the mission, or as organizational support. The department identified that 85% of staff have been labeled as critical to the department's mission and 15% are identified as Important to the department's mission. It should be noted that the aforementioned description of staffing hours is what the department refers to when submitting annual fiscal budgets. However, trends identify that the department usually operates around 90% of staffing capacity. This is a result of the agency's high turnover in our part time correctional officer pool and administrations monitoring of the department's fiscal standing. The Department remains cognitive in attempting to keep personnel

	Hours Per Week
Administrative	110
Counseling	95
Home Detention	105
Work Release	647
-Administrative	70
-First Shift	220
-Second Shift	210
-Third Shift	147
Community Service/Work Crew	77
Total	1,034

cost at or below 70% of the overall budget and to avoid incurring an annual deficit.

Financial

Analysis of the agency's fiscal trends from Fiscal Year 2015 to Fiscal Year 2020 identify revenue and expenses have moved from a revenue surplus to a revenue/expenses neutral status. Projections identify that in the coming years revenue/expenses will remain neutral. However, needed wage increases for the full-time correctional officers and part time employees to reduce employee turnover, is expected to cause outcomes to fall to negative returns. Again, in regards to fiscal trends, 2020 was an anomaly. Due to Work Release being closed to normal operations, agency revenue and expenditures were reduced approximately 20% from recent years. To most accurately prepare future financial projections, the below is an analysis of Fiscal Years 2015 to 2019.

During this period it has been identified that revenue increased \$133,512.00. While this increase can be mostly attributed to additional IDOC grant funding received beginning in FY16 it is also worthy to note that project income has seen periods of growth ranging from 5% to 10% per year. It is believed that this increase of project income can be credited to a 6% increase in clients served. In regards to expenditures, during this period, it has been identified that the Personnel series (100) generated the biggest impact of expenses with a 25% cost increase of \$189,469.93. Staffing increases and raises in salaries are the biggest contributors to this increase. It should be noted that prior staffing reviews revealed that salaries were below the average of other state community corrections agencies. In efforts to retain staff, the Advisory Board committed to establish the director, coordinators, and case managers at the salary scale of the state probation officers.

Additionally, the salaries of the agency's correctional officers were increased comparable to the salary scale of the Cass County Jail. While this move brought the salaries of administration, case managers, and coordinators in line with industry standards, even though increased, the salaries of full-time correctional officers and part time employees remained below industry standards and required improvement to off-set the above described issues with employee retention and turnover. As a result, it is expected that wage increases for full-time correctional officers and part employees will at some point increase at an estimated \$100,000.00; it is believed that the agency will be able to absorb a fair amount of this cost with expected client population increase. It is believed that after FY21 the employee salary scale will level off resulting in a fixed control of personnel cost.

During the FY15 to FY19 time frame Professional Services (300) also showed a significant cost surge of 34% at \$83,704.04. Said increase can be traced to additional cost in the GPS monitoring and facility repair. Supplies (200) and Capital (400) remained neutral during this period. Additionally, applicable data identifies that during this period 67% of our expenditures were allocated for personnel cost and our grant verse project income ratio is nearly equal.

While FY 2018-2019 concluded with a revenue increase of \$52,000.00 increasing cost associated with personnel salaries lead the agency to forecast financial losses in the coming years. It was projected that personnel cost would continue to rise 5% to 8% annually until FY21. To offset this expect cost the agency reviewed vendor contracts and other areas in which cost could be minimized. From 2019 to 2020, by renegotiating contracts for electronic monitoring and facility services, the agency found \$70,000.00 in reduction of cost.

Despite the anomaly created by the effects of COVID-19, it was found that FY2019 population trends and supervision polices function at the above described staffing level and allocated hours are in compliance with quality standards that ensure public safety. Financial neutrality could dip into negative returns, with the needed salary increases for correctional officers to stabilize employee turnover. As a measure of quality assurance the department is annually audited by the IDOC in financial practices and in general supervision of clients. The department has positive findings in all financial audits and programming audits. While standards are currently being met it is recommended that the department continue to monitor this measurement.

Staff Training



By policy each employee is mandated to attend training programs throughout the year and earn 40 CEUs. Most training is provided on-line through the Relias Learning Center. No outside trainings were attended this year due to COVID-19, but despite these challenges a review of employee training records revealed that 98% of all employees met their training requirements and completed over 1,000 hours of training, including COVID-19 specific webinars, PREA training, cognitive behavioral programming, and motivational interviewing strategies.

STRATEGIC PLAN 2018-2020 PLAN ACCOMPLISHMENTS

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 applications for clients, client access to required program forms and community resources, links to virtual peer support and recovery groups, instructions on how 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.

OTHER NOTABLE ACCOMPLISHMENTS

- In March of 2020, in collaboration with Cass County Pretrial Services, CPCC launched a mass text message to distribute motivational and informational texts to clients, as well as distribute electronic exit and satisfaction surveys. To date over 250 unique texts have been sent to both agencies' populations.

In April 2020, the Work Release Facility was temporarily closed to normal operations due to constraints of COVID-19 and the facility lacking the proper infrastructure to adequately isolate symptomatic/ill clients. In response, clients who did not pose a risk to public safety and with a place of residence were transferred to the Home Detention Program and those who remained in the facility were determined to be homeless, high risk or not appropriate candidates for electronic monitoring. To allow for isolation of ill or aggressive clients, Work Release stopped accepting female clients and utilized the female dorm for isolation of new clients or those exhibiting symptoms. The Female Work Release population was transferred to the Home Detention Program or placed in another residential program, such as the Gilead House, with GPS Monitoring. The standard Work Release program has since been operating at 50% capacity and is targeted to homeless and high-risk clientele. Said remaining population is prohibited from obtaining employment to prevent infection and spread of the virus.

Seeing this challenge as an opportunity, we replaced the standard Work Release Program with a therapeutic model that is comprised of two two-hour sessions of instruction, process groups, life skills classes, finance and career readiness classes, meditation and yoga. Said model utilizes our core programming, New Directions. The goal was to use this time and smaller population to pilot the Therapeutic Treatment Program that we hope to implement in the Cass County Jail.

While we did have several staff members who tested positive for COVID-19 and experienced some staffing shortages due to overlapping periods of quarantines, we have continued to follow county policy on testing and exposure, as well as implemented policy on staff and client screening, social distancing, mask compliance and sanitizing procedures.

Contingent on the state of pandemic, we plan on returning Work Release to normal operations in March-April of 2021. Currently we are in the process of purchasing a body scanner to eliminate physical contact when conducting searches and are in the planning stages of renovating the classroom into three isolation cells and connecting the space with the classroom on the other side of the wall (in probation). Said changes will not only allow us to more effectively isolate ill or aggressive clients, but will also allow for additional office space for case managers and more effective identification of drug trafficking into the facility.

SECTION 4: AGENCY STATISTICAL SUMMARY ¹⁸

INFORMATION

Please note that due to the transition to a new case management system and the limitations encountered in importing data from the prior system, minor discrepancies in reported data may be evident, but great care was taken to generate statistics within a 95% accuracy. Said issues will not be evident in future reporting cycles.

TOTAL NUMBER OF CLIENTS ON SUPERVISION SIX YEAR TREND

	FY15	FY16	FY17	FY18	FY19	FY19EXT (6 mth period)	CY2020
Total Individual Participants Served*	432	450	465	466	478	268	307
Number of Community Service Hours Completed	15.242	14.006	12.558	15.380	11.221	5.272	10.000
Community Transition Program	46	51	71	55	66	31	59
Electronic Monitoring	220	222	227	234	248	159	234
Work Release	159	151	166	181	185	105	93
Juveniles	20	30	30	38	45	20	23
Transfers	33	47	42	13	-	30	38

*Individuals may be less than component totals due to dual component supervision and transfers.

COMPLETION STATISTICS SIX YEAR TREND

Year	Successful	Unsuccessful	Other
FY15	242 (77%)	73 (23%)	1 (0%)
FY16	268 (73%)	92 (25%)	7 (2%)
FY17	328 (76%)	97 (2%)	7 (2%)
FY18	327 (79%)	77 (19%)	8 (2%)
FY19	368 (78%)	93 (20%)	8 (2%)
FY19EXT	135 (85%)	23 (14%)	1 (1%)
CY2020	189 (83%)	37 (16%)	2 (1%)

CY2020 PARTICIPANTS SERVED

	Number of Participants	Percentage
Total Level 1 Felonies	1	0.33%
Total Level 2 Felonies	5	1.63%
Total Level 3 Felonies	14	4.56%
Total Level 4 Felonies	23	7.49%
Total Level 5 Felonies	73	23.78%
Total Level 6 Felonies	124	40.39%
Total Misdemeanors	33	10.76%
Total A Felonies	2	0.65%
Total B Felonies	18	5.86%
Total C Felonies	7	2.28%
Total D Felonies	4	1.30%
Total Other	3	0.98%
Juveniles	23	-
Transfers	38	-
Pretrial	3	-
Total Individual Participants	307	100%

*Due to some clients being supervised with multiples sentences and/or cases, total number served exceeds client population.

OFFENSE TYPE ANALYSIS CY2020

Offense Category	Total Charged Offenses	Percentage
Controlled Substances	87	31.73%
Miscellaneous	2	0.74%
Motor Vehicle	40	14.39%
Other	8	2.59%
Person	56	20.30%
Property	54	19.56%
Public Administration	11	3.69%
Public Health	13	4.43%
Weapons	8	2.58%

*Due to some participants being supervised with multiple charges, total number served exceeds client population.

SEX BY RACE FOR AGENCY CY2020

	White	Black	American Indian	Mixed	Asian	Other	Total	Percent of Demographic by Gender
Females	60	2	1	1	0	1	65	23%
Males	184	9	1	5	1	19	219	77%
Total	244	11	2	6	1	20	284	-

AGE BY GENDER CY2020

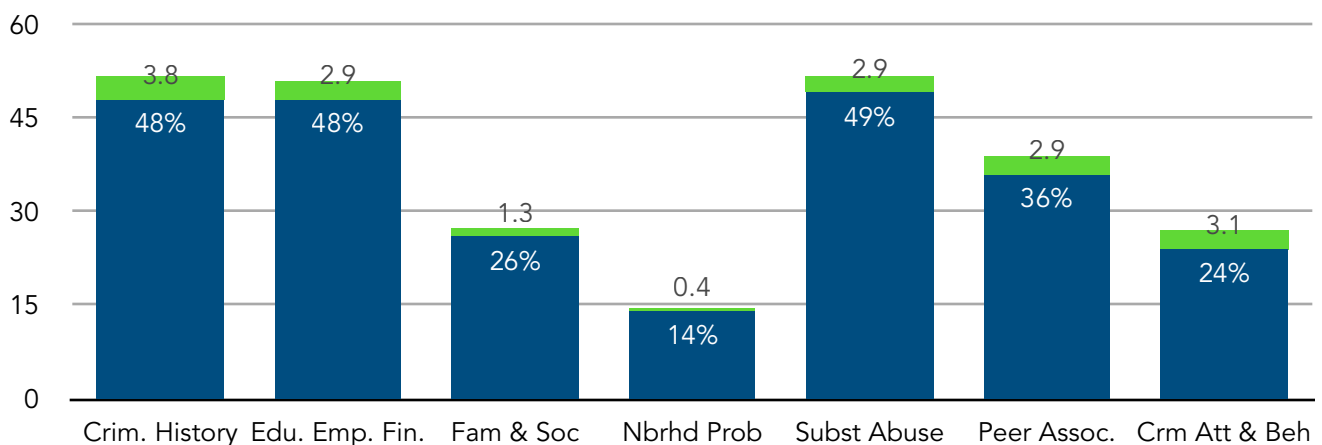
	Under 18	18-21	21-30	31-40	41-50	51+
Females	2	3	21	18	17	6
Males	15	8	66	63	46	42
Total	17	11	87	81	63	48
Percentage	6%	4%	28%	26%	21%	16%

*Totals may be more than individual component totals due to this analysis measuring cases, i.e clients supervised with concurrent cases vs. unique offenders.

IRAS RISK REDUCTION

Risk Assessment Type	Total Completed	Average Initial Score	Average Score at Discharge	Percent Risk Reduction
Screeener	63	-	-	-
Community Supervision	156	18.42	17.42	-7.6%

AVERAGE IRAS DOMAIN SCORES ALL COMPONENTS



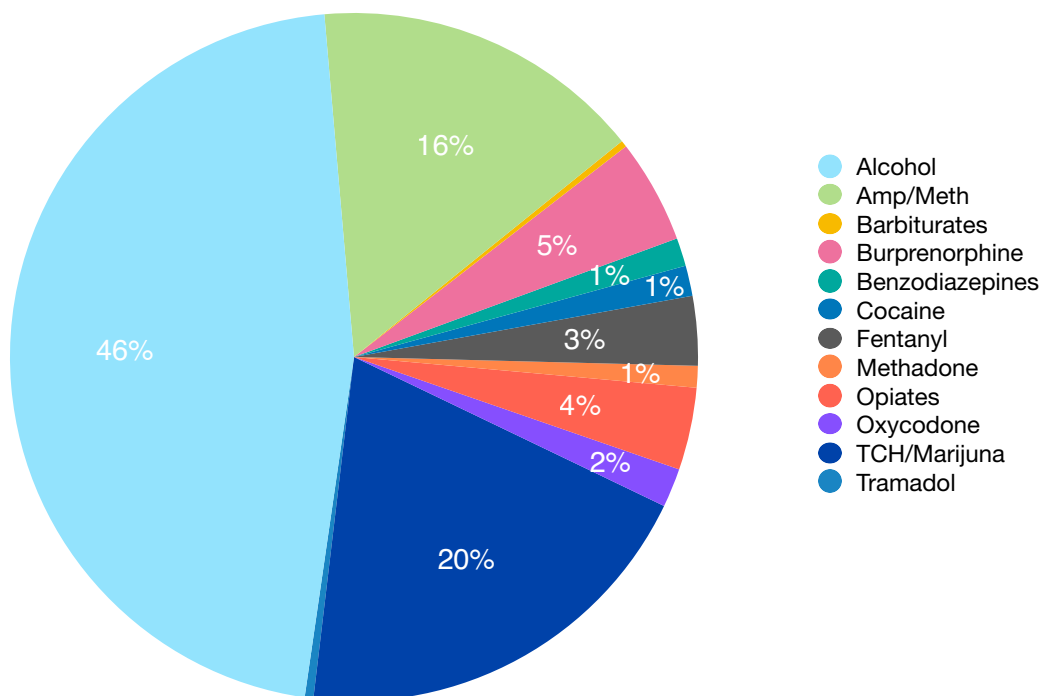
While it is noted that the agency scored highest in the Criminal History, Education and Employment, Substance Abuse and Peer Association Domains, we continue to prioritize the top four criminogenic needs outlined by the National Institute of Corrections: Antisocial Personality and Temperament, Antisocial Cognition, Antisocial Companions and Family and Martial Status.

DRUG SCREEN STATISTICS

Type of Drug	Negative Samples	Positives Samples	Total Samples	Percent of Positive Samples
Alcohol/Ethyl Glucuronide	1737	455	2192	46%
Amphetamines/Methamphetamine	1354	153	1507	16%
Barbiturates	1143	3	1137	0.5%
Burprenorphine	1459	48	1507	5%
Benzodiazepines	1494	13	1507	1%
Cocaine	1493	14	1507	1%
Fentanyl	1475	32	1597	3%
Methadone	1404	10	1414	1%
Opiates	1469	38	1507	4%
Oxycodone	1489	18	1507	2%
TCH/Marijuana/Synthetic Cannabinoid	1664	194	1858	20%
Tramadol	1504	4	1507	0.5%

*Sample Numbers include collections from both Cass Pulaski Community Corrections and Cass County Probation

PERCENT OF POSITIVE DRUG SCREEN SAMPLES



DESCRIPTION AND TARGET POPULATION

Our Community Transition Program, commonly known as CTP, serves male and female adult offenders who are being released from the Indiana Department of Corrections through the Community Transition Program, I.C. 11-8-1-5. The Community Transition Statute allows counties to develop a program that assists offenders being released from the IDOC while utilizing supervision and programming that assures community safety and promotes client rehabilitation. CPCC approves 90% of clients eligible for the program. Most clients are initially transferred from the IDOC and placed into the department's Work Release Program. Clients are assigned a case plan with a goal of further transition to Electronic Monitoring Home Detention before their scheduled release. A total of 59 clients, 55 from Cass County and 4 from Pulaski County, were accepted into the Community Transition Program in 2020. Please note that demographics, statistical summary and trends are reported in their appropriate component categories.

This program focuses on our adult offenders, as well as juveniles who have charges of delinquent or status offenses. Typically, this program is further used as an intermediate sanction for offenders who violate other community corrections programs and also is a way for clients to give back to the community. Community Service is utilized as a rewards/sanction program. During CY2020 the work crew participants completed over 10,000 hours of community service .



In an average year, the department grows over 7,000 flowers and plants for the community and places and maintains over 200 baskets and containers of the bubblegum petunias that have become an iconic tradition in downtown Logansport and throughout Cass County. Additional flowers are also planted and cared for around local parks throughout the summer months.

In the past we have supported nonprofit and church affiliations by participating in several projects including assembling grade level school supply packets for over 1,000 students for the Trinity Episcopal Church's School Supply Giveaway, assisting in the annual Twelve Mile Fourth of July Lawnmower Race, setting up and dismantling tents and booths for public events that were hosted by Logan's Landing, the community's civic event and improvement organization.

DESCRIPTION AND TARGET POPULATION

Our Home Detention Program uses meaningful evidence-based and risk-informed supervision to effectively serve moderate to low risk offenders convicted of Level 2 through Level 6 Felonies and at any one time serves up to 100 clients. Clients are monitored utilizing Electronic Monitoring GPS equipment that provides 24/7 monitoring and tracking. Community Corrections employees review all clients movements to ensure victim and public safety. As required by state statute, all sex and violent offenders are monitored through this system utilizing alerts and zones designed to provide extra protection to victims. While on home detention, clients remain inside their residence and are only released to go to their place of employment and for other activities approved by community corrections staff with the opportunity to earn positive reinforcement passes to visit with family, participate in special activities, such as a treatment programs or a child’s activity, banking and doctor appointments. Clients are directly supervised by a support team consisting of their case manager, on-site therapist and the director, supplemented by field officers and support staff. Clients receive differing intensities of field and case management contacts, treatment dosage hours, as well as varied frequency of drug/alcohol screening, all derived from their risk level. A case plan is created that is targeted to their individual needs and utilizes evidenced-based programming, peer support groups, employment and other community-based services.

CASS COUNTY HOME DETENTION STATISTICAL SUMMARY

CASS HOME DETENTION COMPLETION ANALYSIS

COMPLETION TYPE	TOTAL	PERCENTAGE
Successful	115	83%
Did Not Complete	20	14%
Other	3	2%

CASS COUNTY HOME DETENTION IRAS RISK ANALYSIS

RISK LEVEL	NUMBER OF PARTICIPANTS	PERCENTAGE
High Risk to Very High	52	25%
Moderate Risk	91	43%
Low Risk	69	32%

	Number of Participants	Percentage
Total Level 1 Felonies	1	.25 %
Total Level 2 Felonies	5	2%
Total Level 3 Felonies	7	3%
Total Level 4 Felonies	16	7%
Total Level 5 Felonies	43	18%
Total Level 6 Felonies	89	37%
Total Misdemeanors	12	5%
Total A Felonies	1	.25%
Total B Felonies	12	5%
Total C Felonies	4	2%
Total D Felonies	0	0%
Total Other	1	.25%
Juveniles	22	9%
Transfers	26	11%
Pretrial	1	.25%
Total Individual Participants	190	-
Average Length of Stay	117.7	-

SEX BY RACE CASS HOME DETENTION

	White	Black	American Indian	Mixed	Asian	Other	Total	Percent of Demographic by Gender
Females	46	2	1	0	0	1	49	21%
Males	154	8	1	3	1	19	186	79%
Total	200	10	2	3	1	20	235	100%

AGE BY GENDER FOR CASS HOME DETENTION

	Under 21	21-30	31-40	41-50	51+
Females	1	10	13	12	5
Males	14	37	43	30	26
Total	15	47	56	42	31
Percentage	8%	25%	29%	22%	16%

PULASKI COUNTY HOME DETENTION IRAS RISK ANALYSIS

RISK LEVEL	NUMBER OF PARTICIPANTS	PERCENTAGE
High Risk	6	26%
Moderate Risk	14	61%
Low Risk	3	13%

PULASKI HOME DETENTION COMPLETION ANALYSIS

COMPLETION TYPE	TOTAL	PERCENTAGE
Successful	20	80%
Did Not Complete	5	20%
Other	0	0%

PULASKI COUNTY HOME DETENTION PARTICIPANTS SERVED

	Number of Participants	Percentage
Total Level 1 Felonies	0	0%
Total Level 2 Felonies	0	0%
Total Level 3 Felonies	2	4%
Total Level 4 Felonies	1	2%
Total Level 5 Felonies	13	29%
Total Level 6 Felonies	16	36%
Total Misdemeanors	6	13%
Total A Felonies	0	0%
Total B Felonies	3	7%
Total C Felonies	1	2%
Total D Felonies	0	0%
Total Other	0	0%
Juveniles	1	2%
Transfers	2	4%
Pretrial	0	0%
Total Individual Participants	45	100%
Average Length of Stay	131.07	-

*Due to some clients being supervised with multiples sentences and/or cases, total number served exceeds client population.

SEX BY RACE PULASKI HOME DETENTION

	White	Black	American Indian	Mixed	Asian	Other	Total	Percent of Demographic by Gender
Females	10	0	0	0	0	0	10	23%
Males	31	1	0	0	0	1	33	77%
Total	41	1	0	0	0	1	43	100%

AGE BY GENDER FOR PULASKI HOME DETENTION

	Under 21	21-30	31-40	41-50	51+
Females	1	7	3	2	0
Males	0	8	7	4	9
Total	1	15	10	6	9
Percentage	2%	37%	24%	15%	22%

DESCRIPTION AND TARGET POPULATION

Our Work Release program also uses evidence-based practices to more intensively supervise moderate to high risk offenders convicted of Level 6 through Level 2 Felonies. The Cass/Pulaski Community Corrections Work Release Program is a standalone facility that is adjacent to the Community Corrections Main Office and houses up to forty males and twelve females. The population consists of clients who are directly sentenced from local courts and clients who are reentering via the Indiana Department of Corrections through their community transition and work release programs. While in the work release program, the client will remain incarcerated and only be released to go to their place of employment and for other activities approved by community corrections staff. To be accepted into the program, the department will meet with the client and conduct a risk/needs assessment. If said assessment deems the client is eligible for the program the client will go through the intake process. Like our home detention clients, work release residents are supervised using a case plan that is derived from their risk level, targeted to their individual needs, and that utilizes our catalog of evidenced-based programming, life skills programming, peer support groups, employment, and community-based services.

CASS COUNTY WORK RELEASE DETENTION STATISTICAL SUMMARY

CASS WORK RELEASE IRAS RISK ANALYSIS

RISK LEVEL	NUMBER OF PARTICIPANTS	PERCENTAGE
High Risk	33	41%
Moderate Risk	34	43%
Low Risk	13	16%

CASS WORK RELEASE COMPLETION ANALYSIS

COMPLETION TYPE	TOTAL	PERCENTAGE
Successful	23	77%
Did Not Complete	6	20%
Other	1	3%

CASS COUNTY WORK RELEASE PARTICIPANTS SERVED

	Number of Participants	Percentage
Total Level 1 Felonies	1	1%
Total Level 2 Felonies	3	4%
Total Level 3 Felonies	6	8%
Total Level 4 Felonies	7	9%
Total Level 5 Felonies	17	21%
Total Level 6 Felonies	32	40%
Total Misdemeanors	0	0%
Total A Felonies	0	0%
Total B Felonies	6	8%
Total C Felonies	4	5%
Total D Felonies	3	4%
Total Other	1	1%
Total Individual Participants	79	100%
Average Length of Stay	66.42	-

SEX BY RACE CASS WORK RELEASE

	White	Black	American Indian	Mixed	Asian	Other	Total	Percent of Demographic by Gender
Females	10	1	0	1	0	0	12	15%
Males	62	3	0	0	0	3	68	85%
Total	72	4	0	1	0	3	80	100%

AGE BY GENDER FOR CASS WORK RELEASE

	Under 18	18-21	21-30	31-40	41-50	51+
Females	0	2	4	2	4	0
Males	0	1	18	22	13	13
Total	0	3	22	24	17	13
Percentage	0%	4%	28%	30%	22%	16%

PULASKI COUNTY WORK RELEASE IRAS RISK ANALYSIS

RISK LEVEL	NUMBER OF PARTICIPANTS	PERCENTAGE
High Risk	1	20%
Moderate Risk	11	73%
Low Risk	3	7%

PULASKI WORK RELEASE COMPLETION ANALYSIS

COMPLETION TYPE	TOTAL	PERCENTAGE
Successful	10	83%
Did Not Complete	2	17%
Other	0	0%

PULASKI COUNTY WORK RELEASE DETENTION PARTICIPANTS SERVED

	Number of Participants	Percentage
Total Level 1 Felonies	0	0%
Total Level 2 Felonies	0	0%
Total Level 3 Felonies	1	7%
Total Level 4 Felonies	0	0%
Total Level 5 Felonies	4	27%
Total Level 6 Felonies	5	33%
Total Misdemeanors	3	20%
Total A Felonies	0	0%
Total B Felonies	1	7%
Total C Felonies	0	0%
Total D Felonies	1	7%
Total Other	0	0%
Total Individual Participants	15	100%
Average Length of Stay	84.60	-

SEX BY RACE PULASKI WORK RELEASE

	White	Black	American Indian	Mixed	Asian	Other	Total	Percent of Demographic by Gender
Females	3	0	0	0	0	0	3	19%
Males	12	1	0	0	0	0	13	81%
Total	15	1	0	0	0	0	16	100%

AGE BY GENDER FOR PULASKI WORK RELEASE

	Under 18	18-21	21-30	31-40	41-50	51+
Females	0	0	2	1	0	0
Males	0	0	7	4	1	0
Total	0	0	9	5	1	0
Percentage	0%	0%	60%	33%	7%	0%

SECTION 9: QUALITY ASSURANCE & EVIDENCE-BASED PRACTICES

COMPLIANCE WITH PRINCIPLES OF EFFECTIVE INTERVENTION:

Cass/Pulaski Community Corrections is founded upon the eight principles of intervention as outlined below:

Assess Actuarial Risk/Needs: Cass/Pulaski Community Corrections believes in the need to maintain an ongoing system of risk screening and needs assessment and that said assessments are most reliable when staff is formally trained.

Cass/Pulaski Community Corrections has implemented the Indiana Risk Assessment System (IRAS). The department has 7 staff members who are certified to administer this assessment.

All clients placed in community correction programming are assessed, and case plans are developed based on the results of the assessments. A review of client records indicates that, upon admittance into community corrections programs, clients are assessed in a timely manner and are being reassessed every six months. This past year all certified staff attended IRAS refresher training. The department trainer found that all staff were in compliance with the implementation of the instrument.

Enhance Intrinsic Motivation: Cass/Pulaski Community Corrections believes that staff should communicate with clients in a responsive and constructive manner.

Cass/Pulaski Community Corrections has several staff that have yet to be certified in Motivational Interviewing techniques. However, all staff members attend refresher and training courses in motivational techniques. The department believes that a culture of enhanced intrinsic motivation exists within the agency.

Target Interventions: Cass/Pulaski Community Corrections believes that the staff should target interventions by prioritizing supervision and treatment resources for higher risk clients; target interventions to criminogenic needs; be responsive to temperament, learning style, motivation, gender, and culture when assigning programs; structure 40%-70% of high-risk offenders time for three to nine months; and integrate treatment into full sentence/ sanction requirements.

All clients are assessed using the Indiana Risk Assessment System. Based on said assessment a case plan is developed. Supervision and programming are based on the client's risk level. Best efforts are in place to keep higher risk clients from associating with lower risk clients. Motivational Interviewing techniques are applied when working with clients. It is believed that most high-risk clients receive over 150 hours of treatment/programming, most moderate risk clients receive 100 hours of treatment/programming and most low risk clients receive treatment/programming targeted towards their specific needs. The department practices a rewards/sanction system.

Skill Train with Directed Practice: Cass/Pulaski Community Corrections believes that, in order to be effective, the department has to provide evidence-based programming that emphasizes cognitive behavioral strategies and is devolved by trained facilitators.

The department contains a catalog of evidence-based programs that applies to the needs of most of our clientele. All programs are facilitated by a certified trainer and vetted for its effectiveness. The department has access to a staff member who is a certified trainer for the IRAS instrument and the "Thinking for a Change" program. For a description of facilitated programs please see the section, "Treatment Programs".

Increase Positive Reinforcement: Cass/Pulaski Community Corrections believes that, when learning new skills and making behavioral changes, most people respond better and maintain learned behaviors longer when provided with positive reinforcement.

The department practices positive reinforcement by rewarding clients in good standing with passes into the community. Passes are targeted around the clients identified pro-social practice, i.e. spending time with family. Additionally, the department provides clients with positive feedback and complements. This practice is emphasized through mandatory monthly trainings and is monitored by supervising staff and client satisfaction surveys.

Engage Ongoing Support in Natural Communities: Cass/Pulaski Community Corrections believes that clients are best served when they actively engage in pro-social support in their community.

One staff member is certified in the facilitation of "Restorative Justice Conferences".

The department encourages clients with substance abuse issues to attend community AA/NA meetings.

The department also facilitates the "Bridges to Recovery" program. This program is a treatment-based peer support group. Meetings take place at the community corrections department and are open to program participants and the public. This program was initiated to give clients who have been released from community corrections programs an opportunity to participate in a community-based peer support program.

Additionally, the department maintains a strong community service program. Clients spent over 1400 hours this past year assisting in projects that benefited the community.

Measure Relevant Processes/Practices: Cass/Pulaski Community Corrections believes that accurate and detailed documentation of case information, along with a formal and valid mechanism for measuring outcomes, is the foundation of evidence-based practices.

Cass/Pulaski Community Corrections believes that measuring relevant practices is adequate. The department routinely examines clients' files and activities, measures clients' behavior and their rates of success and failures, and collects and examines client satisfaction surveys.

Provide Measurement Feedback: Cass/Pulaski Community Corrections believes that a multi-layer quality assurance system is essential to monitor the delivery of services and maintain fidelity and reliability.

The Department maintains a quality assurance committee that meets throughout the year ensuring the appropriate data is collected and analyzed. The department also partners with community corrections agencies from Clinton, Howard, Miami, Starke, Tipton, Wabash and White Counties to form the North Central Community Corrections Quality Assurance Team (NCCCQAT). The team convenes six times per year to conduct training and refresher courses in evidence-based programs. Additionally, the partnerships allows for peer audits that provide measured feedback.

The Department gathers data from the quality assurance reports, presents applicable information to staff, clients, and the Advisory Board and annually examines the effectiveness of programming and practices.

QUALITY ASSURANCE MEASURES

In the Summer of 2020 the Pretrial Services Coordinator, Hillary Hartoin began serving as the Co-Quality Assurance Coordinator for both Pretrial Services and Community Corrections to ensure both agencies comply with evidence-based practices, with a renewed focus on data analysis and fidelity and technology improvements. Said unification of the two agencies not only allows for process improvements, but continuity of care and constituency of practices across the local criminal justice system.

Home Detention Visit Alert Log Failure Rate

While it was found that Home Detention Visits for the last quarter of CY2020 were in the 85-95% compliance rate, the previous quarter could not be measured as to ensure staff safety ,home visits were limited and reduced in frequency due to COVID-19.

Client Program Fee Compliance Rate

Clients continue a positive trend in remaining compliant with program user fee.

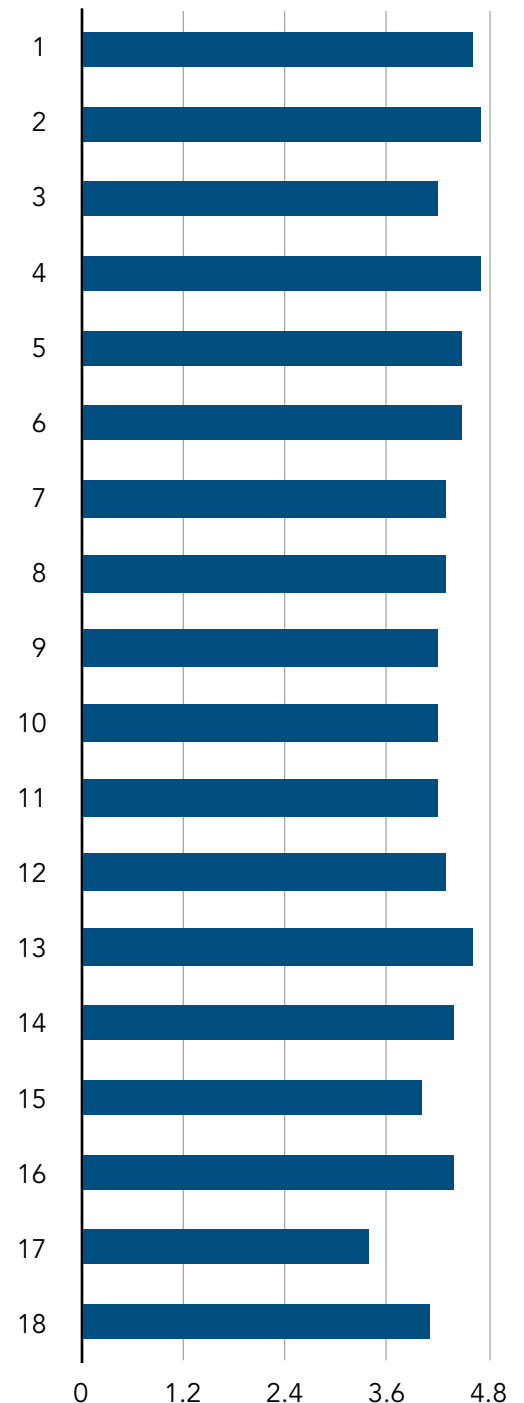
Client Files (Program and Therapeutic)

The latest client file audits show that scheduled IRAS follow-up and exit assessments are appropriately conducted.

In March of 2020, the agency’s client exit/satisfaction surveys were converted to a digital format and distributed to clients via text at the end of supervision and in quarterly snapshots. Below is a summary of the results of a pool of 65 clients with a sampling of feedback received.

CLIENT EXIT SURVEY RESULTS

SURVEY QUESTIONS	AVERAGE RESPONSE
CPCCC staff treats me with respect.	4.6
The rules of my supervision were clearly explained to me.	4.7
I had input in my case plan.	4.2
I understood the expectations of what I need to do in order to successfully complete my supervision.	4.7
The supervision team (i.e. Case Manager, Therapist, Director) helps me with the program.	4.5
My case manager helped me throughout the program.	4.5
CPCCC provides meaningful services to me.	4.3
The program/classes I am required to take are helping me.	4.3
I receive good treatment from outside service providers (if applicable).	4.2
I find the therapeutic programming offered by CPCCC to be beneficial to me and my recovery.	4.2
I am given enough opportunity to participate in peer-based programming in the community (i.e. AA/NA & Celebrate Recovery).	4.2
I have enough time with staff to meet my needs.	4.3
I am treated fairly and with respect.	4.6
I am able to work towards some of my goals throughout the program.	4.4
I find the services of the Navigator, i.e. assistance with HIP, Social Security, etc. to be helpful (if applicable).	4
I feel my life stabilized as I participated in the program.	4.4
The fees assessed for participation are reasonable.	3.4
I would recommend CPCCC to others.	4.1



SCALE: (5) Strongly Agree, (4) Agree, (3) Neither Agree or Disagree, (2) Disagree, (1) Strongly Disagree

- "I am grateful for my experience of the whole process it was a long road that was full of information and opportunities if you apply them they make all the difference and nobody does it for you its up to you to do it for you. I am grateful for the chance to participate in the program and all the staff were great and the director was very fair and easy to work with along as you did your part and they see you putting in the work then they were there for you and had your back. Great opportunity for anyone who wants to change there life."
- "This program and my case manager has helped me get to a place I've never been. Randy has pushed me to succeed in my goals and I am right on track.. Thank you CPCC!"
- "Thank you for the opportunity to do this program it has been life changing for me i have accomplished so much thanks to the Randy Rozzi ,Dave Wagner,Jeff Doram you all have been really great and understanding helpful in me reaching my goals thank you."
- "I have had a lot of help and support from my case manager Peggy Ruff. I feel that my time on in-home detention because allowed me to reevaluate myself and I have reached many goals since I have started. I have actually graduated from college with an associates degree in human services with addiction studies. I then re-enrolled with Purdue global to get my bachelors degree and I truly think had my life not been halted and me being on this home detention I would have never have taken the time to do this but I feel my life has change so much and I am Actually grateful for my time on the program."
- "Happy to have this opportunity to my time on this program I have grown so much an I have accomplished so much in so little time."
- "I was very difficult at times and Peggy stayed firm with me and I do feel that this program has better to me. Peggy may come a crossed rough but I appreciate everything she did with me. I know I broke the rules a couple times and disappointed myself but, I really do feel that I can make life right. Thank you all for giving me my second and third chance and I will do my best to continue in a good way. Thank you so much!"

IRAS Assessment:

Upon admittance into the Cass/Pulaski Community Corrections program, all clients undergo the Indiana Risk Assessment (IRAS). This is the tool that has been adopted by the Indiana Judicial Center to help identify a client's level of risk and address areas of needed development. Based upon this assessment case plans are generated corresponding to specific programming with each client's identified needs. The IRAS instrument uses the following seven domains of assessment:

- Criminal History
- Education, Employment, and Financial Situation
- Family and Social Support
- Neighborhood Problems
- Substance Abuse
- Peer Association
- Criminal Attitudes and Behavioral Patterns

Once the assessment is administered, a case plan is developed that will specifically address the client's needs. In order to measure progress of the client, re-assessments are conducted every six months and upon discharge.

In order to best attend to client needs, Cass/Pulaski Community Corrections possesses a catalog of appropriate programming. Most programs offered are evidence based and/or peer support. Programs are facilitated by either the department or the Four County Counseling Center. Below is the department's catalog of treatment programs.



New Directions: *New Directions* is our foundation program. Most clients are referred to this course. The "A New Direction – A Cognitive-Behavioral Treatment Curriculum" is a product of a collaboration between chemical dependency professionals from the Minnesota Department of Corrections and the Hazelden Foundation. *New Directions* is based on real-life experiences of incarcerated addicts involved in substance abuse treatment and designed to help clients break free from the grip of criminal and addictive thinking. The *New Direction* curriculum consists of seven modules:

1. *Intake and Orientation* encourages clients to think about why they choose to participate in a treatment program and what they need to do to turn their lives around.
2. *Criminal and Addictive Thinking* explores the distorted thinking patterns at the root of addiction and criminal behavior.

3. *Drug and Alcohol Education* draws the connection between alcohol addiction and criminal activity.
4. *Socialization* helps clients explore difficulties in building relationships based on trust and respect.
5. *Relapse Prevention* addresses common relapse triggers and shows clients how to create a crisis management plan to avoid relapse.
6. *Release and Reintegration Preparation* gives clients straight talk about what to expect after their release and how they can stay drug-free and crime free.
7. *Co-occurring Disorders* shows that integrating treatment of mental health and substance abuse can reduce negative outcomes such as re-arrest.

The program consists of forty sessions that encompass over eighty (80) hours of course work.

My Ongoing Recovery Experience (MORE):

Most addiction relapses occur within the first eighteen months of recovery, with most happening within the first six months after an individual leaves treatment. Research conducted by the Hazelden Foundation suggests that if individuals remain abstinent for at least one year after treatment, they have a better chance of staying sober for the rest of their lives.

My Ongoing Recovery Experience (MORE) is an award-winning, evidence-based online program created by the Hazelden Betty Ford Foundation in 2006 to support program participants in the critical months after treatment and move them toward effective

self-management. The print adaptation of the online program uses core education, ³⁸ guidance, and skill-building activities to help participants succeed in initiating and sustaining recovery. Three participant workbooks that provide education and skill-building on essential recovery topics. Included activities help participants discover how to put what they are learning into action in their lives. Each workbook also includes "pocket power" resources that participants can photocopy and keep in their pocket, wallet, or purse for quick reference. MORE is an essential resource for health care professionals, and it effectively helps participants transition back to a home living environment after being in a highly structured treatment setting.



Interpersonal Skills:

Understanding and practicing daily living skills can be crucial to the success of clients making significant life transitions.

Hazelden

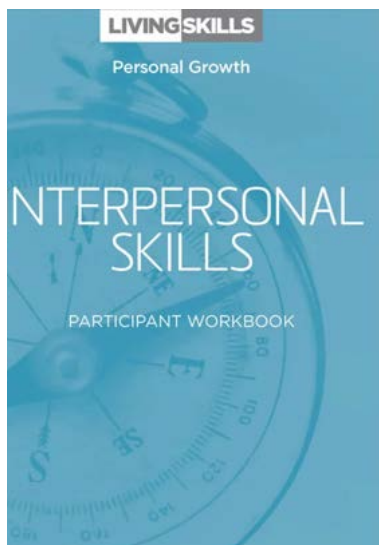
Publishing's Living Skills program is

designed to provide the tools necessary to live a healthy, fulfilling life while meeting the needs of today's diverse client population. This program is ideal for a variety of settings, including addiction treatment centers, mental health settings, educational settings, and criminal justice settings. Part of the *Personal Growth* topics of Living Skills, helps clients effectively manage and maintain relationships with others in a healthy, productive manner.

The four sessions of this topic include:

- Session 1: Introduction to Interpersonal Skills
- Session 2: Managing Emotions
- Session 3: Conflict Resolution
- Session 4: Building and Maintaining Relationships

Individual and Family Therapy: All of the residents have access to a therapist. The resident is assigned a therapist upon entry into the facility. The need and duration of treatment is based upon the resident's need and is determined through collaboration between the therapist and the resident.



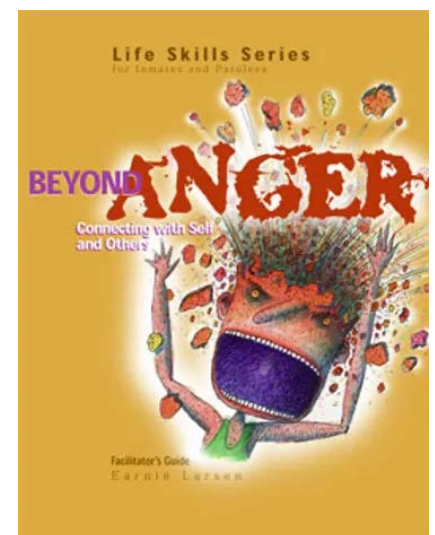
INSOMM (Indiana Sex Offender Management and Monitoring Program):

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This program is facilitated through the Four County Counseling Center. This program is an intensive counseling program that, in conjunction with Parole, Probation and/or Community Corrections, monitors sex offender's activities and programming.

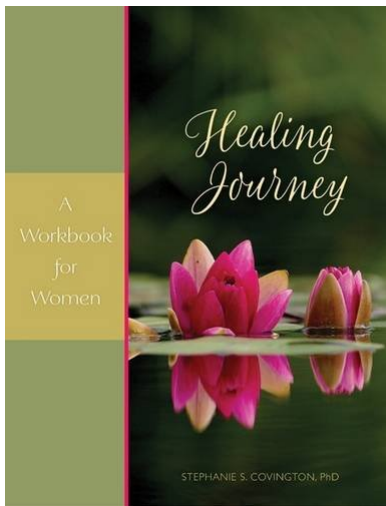
Anger Management: The Anger Management curriculum is derived from the Hazelden publication *Beyond Anger – Connecting with Self and Others* authored by Earnie Larson. Beyond Anger is a multiformated curriculum created to reduce recidivism by helping inmates and parolees take a hard look at the immense effect anger has on their lives and by teaching them how to move beyond anger and resentment to forgiveness. The course examines anger, its definition, how it becomes habit, and the immense effect it has on our lives. The course also identifies sources of resentment and anger and develops strategies to move beyond them to

forgiveness. It examines how to "let go and move on" when relationships end. The program consists of 5 sessions that encompass over 10 hours of course work.



Beyond Trauma:

Beyond Trauma is a female only group, derived from the Hazeldon publication *Beyond Trauma – A Healing Journey for Women* authored by Dr.

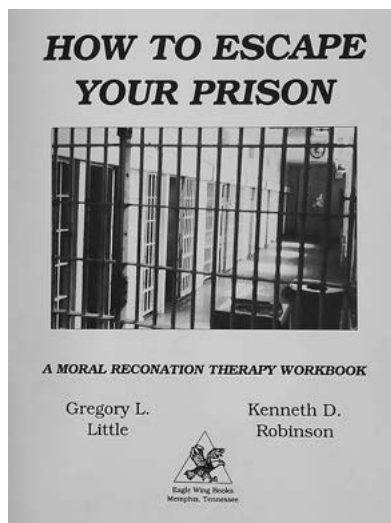


Stephanie

Covington. Beyond Trauma is a comprehensive and supportive curriculum that helps women heal from trauma. The course identifies that, for women, the experience of trauma often leads to disorders such as addictions, eating disorders, and self-harm. With sensitivity and understanding, the curriculum explores the interrelationships between substance abuse, trauma, and mental health. Beyond Trauma draws on multiple therapeutic techniques – psycho educational, cognitive behavioral, expressive arts, and relationship therapy – to help women explore the impact on their lives and develop a sense of safety. The program consists of 10 sessions that encompass over 20 hours of course work.

Moral Reconciliation Therapy (MRT):

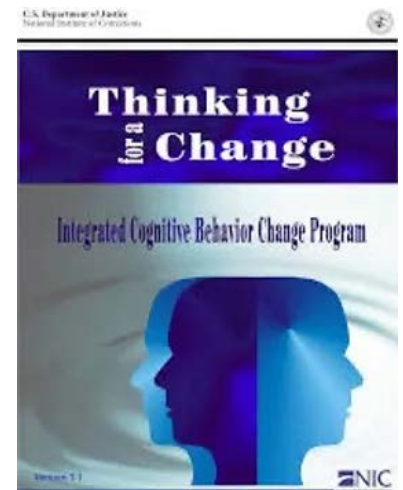
Moral Reconciliation Therapy is a systematic treatment strategy that seeks to decrease recidivism among



juvenile and adult criminal offenders by increasing moral reasoning. Its cognitive-⁴⁰ behavioral approach combines elements from a variety of psychological traditions to progressively address ego, social, moral, and positive behavioral growth. MRT takes the form of group and individual counseling using structured group exercises and prescribed homework assignments. The MRT workbook is structured around 16 objectively defined steps focusing on 7 basic treatment issues: confrontation of beliefs, attitudes, and behaviors; assessment of current relationships; reinforcement of positive behavior and habits; positive identity formation; enhancement of self-concept; decrease in intemperance and development of frustration tolerance; and development of higher stages of moral reasoning.

Thinking for a Change:

The Thinking for a Change curriculum was developed by Barry Glick, Ph.D., Jack Bush, Ph.D., and Juliana Tayman, Ph.D., in



cooperation with the National Institute of Corrections. Thinking for a Change (T4C) is an integrated, cognitive behavioral change program for offenders that includes cognitive restructuring, social skills development, and development of problem-solving skills. The program consists of 25 sessions that encompass over 40 hours of course work.

AA/NA (Alcoholics Anonymous, Narcotics Anonymous): Anonymous programs are those which are best described as self-help and are supportive in nature, peer ran mutual support group that uses the Twelve Steps as a recovery program. This model is based on one addict or alcoholic helping another to recover from the disease of addiction. Both AA and NA programs are offered in our facility and in the community.

Process Group: Residents are placed into this group within a week of arriving at the Work Release Center and remain in the assigned programming or process group until they are discharged from the program. The purpose of this group is to allow the residents to use and practice the tools (information and knowledge) gained through counseling or evidenced-based group in a facilitator guided format.

Teleservices:

COVID-19 halted the traditional face to face communication in our treatment programming. In response, we upgraded our iPads to include ZOOM and other teleservice applications. Using



these applications, clients have been able to meet with their therapeutic counselors, attend virtual NA/AA meetings, and participate in substance abuse related forums. Utilizing virtual therapy providers and peer support groups has also had the added benefit of broadening the type and specialty of services that are available to clients, including grief and family counseling and women’s groups. The above-mentioned additions to our treatment programming also include interactive applications that supplement our base curriculum, New Directions and M.O.R.E. Teleservices will remain a permanent offering in the CPCC catalog of programming.

W.R.A.P.: W.R.A.P., Wellness Recovery Action Plan, is a self-management and recovery system that was developed by a group of individuals with mental health and addiction issues who were struggling to incorporate wellness tools and strategies into their everyday lives. Participants are assisted in developing action plans and tools to help aid recovery during difficult times. Our Peer Recovery Specialists, contracted through Four County are responsible for facilitating this program.

COMMUNITY SERVICE

- Up to 25 community service hours ordered - \$25.00
- Up to 50 community service hours ordered - \$50.00
- Up to 75 community service hours ordered - \$75.00
- Up to 100 community service hours ordered or more - \$100.00

COMMUNITY TRANSITION PROGRAM

\$7.00 per day – Once Employed

PRE-TRIAL PROGRAM – GPS MONITORING

\$7.00 per day

HOME DETENTION (INTENSIVE JUVENILE SUPERVISION)

GPS Rate	Disability/Low Income Rate	Indigent Rate
\$11.00	\$11.00	\$0

HOME DETENTION

GPS Rate	Disability/Low Income Rate	Indigent Rate
\$16.00	\$11.00	\$0

WORK RELEASE

- \$20.00 per day - Once Employed
- GPS while on work release is an additional \$4.00 per day.
- Commissary, laundry and telephone rates are applied as contracted by way of vendors.

TRANSFER FEE

\$100.00 fee to transfer clients out of Cass and Pulaski County

DRUG SCREEN FEE

Witham Toxicology:

- Five (5) Panel - \$16.00
- Eight (8) Panel - \$17.00
- Fourteen (14) Panel - \$22.00
- Oral Swab - \$29.00
- Instant Screen - \$10.00

*If instant screen indicates a positive result for an illegal substance the sample

will be forwarded to Witham Toxicology for confirmation. Said screen will not result in an "Instant Rate" charge. Only the "Panel Rate" charge will apply.

*All assigned fees are two dollars above department cost. Testing for synthetic substances, EKG to be added at rate of cost of vendor.

SPECIAL STIPULATIONS

General

The Director has the discretion to wave or modify the aforementioned fees on a case by case basis.

Work Release

It is the intent of the Department to not hold clients responsible for fees until employment is secured.

Work Release/Home Detention

It is the intent of the Department to not allow clients to be released from programs at their Earliest Possible Release (EPR) date unless all user fees are paid. Special circumstances apply. If clients are in arrearages by their EPR date the Department will carry out a Conduct Adjust Board (CAB) hearing. If it is found the client has had the means to pay user fees and has failed to do so then good time credit can and may be reinstated within department policy. The Department would not charge clients daily fees after the date of said hearing. Once all fees are secured the client will be released from the program. The intent of the Department is to recoup user fees owed up to the client's scheduled EPR date.

SECTION 12: FINANCIAL SUMMARY

OVERALL FINANCIAL SUMMARY SIX YEAR TREND

	CY2020	FY19EXT (6 mth period)	FY19 2018-2019	FY18 2017-2018	FY17 2016-2017	FY16 2015-2016	FY15 2014-2015
Clients Served	307	268	464	428	435	420	402
IDOC Grant Revenue	\$744,064.00	\$355,832.00	\$711,664.00	\$717,905.27	\$712,684.47	\$612,561.06	\$587,075.01
Project Income Revenue	\$640,596.20	\$422,343.56	\$845,338.10	\$728,408.12	\$795,105.95	\$801,644.49	\$725,305.15
Total Revenue	\$1,384,660.20	\$778,175.56	\$1,557,002.10	\$1,446,313.30	\$1,507,790.40	\$1,414,205.50	\$1,312,801.10
IDOC Grant Expenditure	\$741,514.51	\$376,695.18	\$699,989.60	\$717,905.27	\$712,684.47	\$612,561.06	\$587,075.01
Project Income Expenditure	\$621,386.74	\$366,069.64	\$792,886.28	\$707,884.35	\$749,771.98	\$717,654.39	\$569,015.07
Total Expenditure	\$1,362,901.20	\$742,764.82	\$1,492,875.80	\$1,425,789.60	\$1,462,456.4	\$1,330,215.40	\$1,156,090.00
Year End Profit/Loss	\$20,254.30	\$35,410.74	\$64,126.30	\$20,523.70	\$45,334.00	\$83,990.10	\$156,711.10

REVENUE VARIANCE

FY16	8%
FY17	7%
FY18	-4%
FY19	8%
FY19EXT	0%
CY2020	-11%

EXPENDITURE VARIANCE

FY16	15%
FY17	10%
FY18	-3%
FY19	6%
FY19EXT	-5%
CY2020	-10%

REVENUE/EXPENDITURE

FY15	13%
FY16	6%
FY17	3%
FY18	1%
FY19	3%
FY19EXT	5%
CY2020	1.5%
Total Average	4.6%

EXPENDITURE SUMMARY BY SERIES SIX YEAR TREND

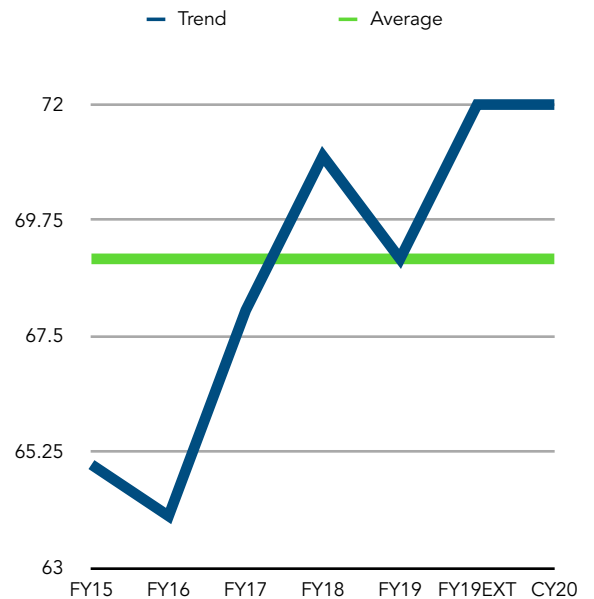
		CY2020	FY19EXT (6 mth period)	FY19 2018-2019	FY18 2017-2018	FY17 2016-2017	FY16 2015-2016 (Allocations)	FY15 2014-2015 (Allocations)
Personnel	100 Series	\$985,024.80	\$539,796.45	\$1,007,463.75	\$1,005,194.90	\$995,523.59	\$851,787.99	\$750,725.06
Supplies	200 Series	\$84,280.68	\$72,149.84	\$151,153.91	\$134,683.49	\$123,297.57	\$141,163.50	\$137,913.68
Professional Services	300 Series	\$222,262.73	\$121,248.41	\$301,056.88	\$264,991.72	\$294,884.84	\$283,586.88	\$246,287.68
Capital	400 Series	\$71,333.04	\$9,570.12	\$33,200.80	\$20,919.42	\$48,750.45	\$53,677.12	\$21,163.66
	Total	\$1,362,901.25	\$742,764.82	\$1,492,875.20	\$1,425,789.60	\$1,462,456.40	\$1,330,215.40	\$1,156,090.00

EXPENDITURE SUMMARY BY SERIES PERCENTAGE SIX YEAR TREND

		CY2020	FY19EXT	FY19	FY18	FY17	FY16	FY15
100 Series	Personnel	72%	72%	69%	71%	68%	64%	65%
200 Series	Supplies	6%	10%	10%	10%	9%	11%	12%
300 Series	Professional Services	17%	17%	20%	19%	20%	21%	21%
400 Series	Capital	5%	1%	1%	1%	3%	4%	2%
Total		100%	100%	100%	100%	100%	100%	100%

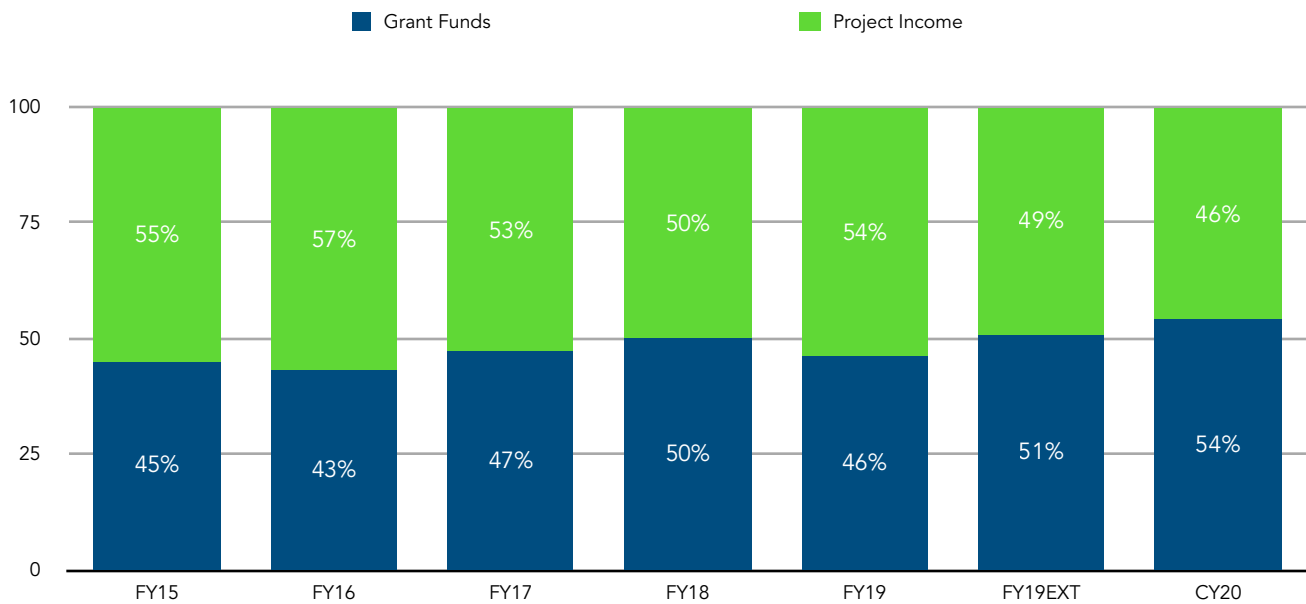
OVERALL EXPENDITURE VS. PERSONNEL COST

FY15	65%
FY16	64%
FY17	68%
FY18	71%
FY19	69%
FY19EXT	72%
CY2020	72%
Average	69%



REVENUE VARIANCE: GRANT VS. PROJECT INCOME

	Grant Funds	P.I.
FY15	45%	55%
FY16	43%	57%
FY17	47%	53%
FY18	50%	50%
FY19	46%	54%
FY19EXT	51%	49%
CY2020	54%	46%
Average	46%	54%



PROJECT INCOME BALANCES ENDING DECEMBER 31, 2020

Home Detention	\$354,023.17
Work Release	\$318,223.99
Work Crew	\$28,293.49
CTP	\$345,423.75
Total	\$1,045,964.40

CPCC uses the following formulas to calculate the estimated average cost to supervise a participant per a component.

Home Detention: \$528,500 Total Expenditure /365 Days in a Year=\$1,448/ 90 Average Participants Per Day = **\$16.08 Average Cost per Participant per Day of Supervision.**

Work Release: \$696,500 Total Expenditure /365 Days in a Year=\$1,908/ 25 Average Participants Per Day = **\$76.32 Average Cost per Participant per Day of Supervision.**

Note: *As a result of COVID-19, expenditures for Personnel were reduced by \$60,000, Food was reduced by \$60,000, Miscellaneous i.e. supplies/services was reduced by \$40,000 for a total of \$160,000 in savings. This savings, coupled with a reduced population of 50 clients, makes the CY2020 program per diem consistent with past examinations.*

Community Service: \$137,500 Total Expenditure /365 Days in a Year=\$377/ 10 Average Participants Per Day = **\$37.70 Average Cost per Participant per Day of Supervision.**

PROJECT INCOME PLAN IF BALANCE EXCEEDS \$100,000

As of December 31, 2020, Cass Pulaski Community Corrections holds a Project Income Balance of \$1,045,964.40. The CPCC Advisory Board identifies the need, as highlighted by the effects of COVID-19, to utilize project income to purchase a body scanner, at an estimated cost of \$150,000 to eliminate physical contact when conducting searches and more effectively prevent trafficking into the facility, as well as renovate the facility to include two isolation cells to isolate ill and/or aggressive clients at an undetermined cost.

Cass/Pulaski Community Corrections believes that continued collaboration with the Courts and other agencies in the local criminal justice system and surrounding communities, as well as local service providers is key to making an impact in the lives of our clients our community. Below is a brief description of some of our collaborative initiatives and our community partners.

Cass/Pulaski Community Corrections partners with Cass County Pretrial Services in our commitment to evidence-based practices, grant reporting and writing and various community supervision initiatives. The Pretrial Coordinator currently serves as the Quality Assurance Coordinator for both agencies and facilities SRS staff trainings. The Community Corrections Director and Pretrial Coordinator also come along side other counties seeking to start pretrial and community supervision programs. The two agencies continue to partner on technology improvements, most notably the launch of our interactive website and mass text message system that was highlighted earlier in this report.

Community Corrections also provides electronic monitoring and supervision support for both Cass and Pulaski Juvenile Probation's JDAI Programs and Pulaski County Pretrial Services. As described in more detail above, the agency's partnership with Four County in providing cognitive behavioral, substance abuse and mental health services and treatment is at the core of our mission. The agency further partners with Four County Counseling, the Cass County Sheriff and Cass County Pretrial Services in a collaborative initiative to bring therapeutic treatment programming to the local jail and is currently piloting said program in the Work Release Facility.

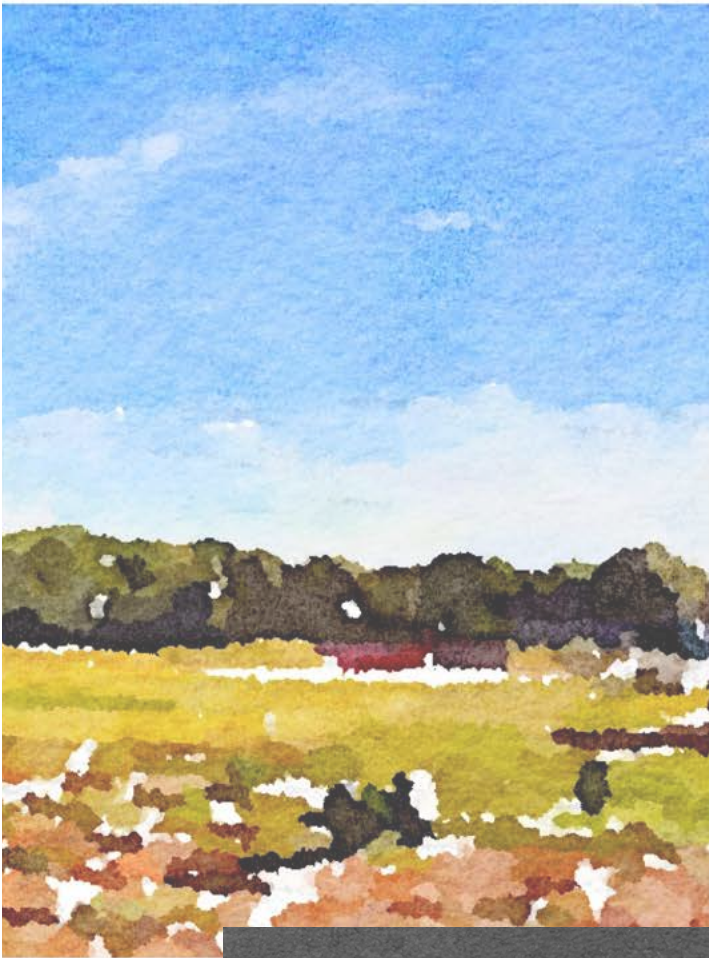
As described in the Community Service Section of this report, Community Corrections has become known for our beautification projects and the 200+ baskets and containers of the bubblegum petunias that have become an iconic tradition in downtown Logansport and throughout Cass County.

Annual Report Prepared by:

Dave Wegner

Dave Wegner

Cass/Pulaski Community Corrections Director



For answers to any questions contact:

Dave Wegner
Cass/Pulaski Community Corrections Director
520 High Street
Logansport, In 46947
Office: (574) 574-753-7706 Ext. 1101
Fax: (574)-722-5501
dave.wegner@co.cass.in.us
www.casspulaskicomunitycorrections.com

