



CY2024 ANNUAL REPORT

CASS COUNTY COURT & PRETRIAL SERVICES

"Serving the community by using evidence-based practices and needs-based supervision that prioritizes public safety, maximizes court appearance and reduces recidivism, while protecting the presumption of innocence."

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SECTION 1:

AGENCY INFORMATION

AGENCY HISTORY AND DESCRIPTION

Cass County Court & Pretrial Services, CCCPS, formally known as Cass County Pretrial Services, was established in 2018 by the local Judiciary in response to Indiana Supreme Court's Pretrial Initiative, Criminal Rule 2.6 and the rising population of our local jail. In July of 2018, Cass County received HB1006 funding from the Indiana Department of Corrections for a dedicated Probation Officer, who at that time worked under the umbrella of the Adult Probation Department, to serve as a Pretrial Release Coordinator, who implemented and now runs the daily operations of the Pretrial Release Program. Cass County Pretrial Services began accepting clients in October of 2018 and has been since serving the Courts and Community by using evidence-based practices to supervise clients awaiting trial without the economic means to post traditional monetary bond, receiving full certification from the Indiana Office of Court Services in April of 2022.

In April 2021, Cass County Pretrial Services transitioned to its own independent department: **Cass County Court & Pretrial Services**. As an agency, we strive to provide an alternative to incarceration, while honoring community values, prioritizing public safety, maximizing court appearance and reducing recidivism. Beyond the number of participants enrolled in the program, each recommendation prepared assists the Judicial Officer in making a meaningful release/detention decision that is in the best interest of the community and the defendant by considering objective risk factors versus relying solely on monetary and economic determinations. The Pretrial Release Program has helped create a cultural shift in our local criminal justice system and community that supports evidence-based decision making. Over the course of the past six years the agency has grown into a program that provides a proven alternative to pretrial incarceration that identifies the clients' needs and connects them to services that

produce positive outcomes that last beyond the pretrial stage, while staying committed to public safety.

Arrestees are evaluated using the Indiana Risk Assessment Pretrial Assessment Tool, IRAS-PAT and placed at a supervision level that matches their risk level and identified needs when appropriate, while protecting public safety. In lieu of remaining incarcerated while their case is pending, clients are allowed to return to their families and employment. In addition to assistance with court appearances, clients are given the opportunity to voluntarily participate in supportive services and treatment when they first enter the criminal justice system. What initially began as a program that focused on addressing the overcrowding issue in our local jail, has grown into a program that provides a proven alternative to pretrial incarceration that identifies the clients' needs and connects them to services that support not only successful pretrial outcomes, but also success in life. Cass County Pretrial Services has served over 1,300 clients since the program launched and at any given time supervises between 130-155 clients in the program.

Before implementation of Pretrial Services, many defendants were historically detained solely because of their inability to post a monetary bond—not based on their risk of reoffending or to public safety, and the Cass County Jail's average population was 46% over capacity, with 70% of those incarcerated awaiting trial. In the six years since Pretrial Services was established, Cass County has seen a significant reduction in the pre-adjudication or "pretrial" jail population, with the percentage of those detained and awaiting trial below 10% for the majority of 2024. Pretrial Services also works to expedite the release of those with mental illness, intellectual/developmental disabilities and physical/medical conditions when appropriate. Approximately 20% of our clients had autism or other developmental disabilities, mental health disorders, high risk

pregnancies or an acute medical condition with needs that could not be met adequately if incarcerated and that would create a financial burden to the county and more importantly, limit access to treatment.

MISSION STATEMENT, VISION AND GOALS

Mission

To serve the community by using evidence-based practices and needs-based supervision to assist the Courts in making pretrial release decisions that prioritize public safety, maximize court appearance and reduce recidivism, while protecting the presumption of innocence.

Vision

- Protect the constitutional presumption of innocence by helping to reduce the pretrial incarceration of those who do not have the ability to pay a traditional money bond when appropriate, while increasing the reliability of guilty pleas and reducing the negative effects of pretrial detention on recidivism.
- Help reduce jail overpopulation and expenses by promoting appropriate pretrial release that prioritizes community safety by reserving jail resources for those who pose a danger to public safety and the community.
- Utilize evidence-based practices to accurately assess risk based on objective factors and promote pretrial justice when making pretrial decisions to best meet the needs of the community.

Goals

- Maximize Public Safety
- Maximize Court Appearance
- Maximize Release

OPERATIONAL OVERVIEW

The Court & Pretrial Services Director interviews every person booked into the Cass County Jail within 24 hours of arrest and evaluates them using the IRAS-PAT, a validated, statewide risk assessment that measures an arrestee's risk of re-offending and failing to appear. Based on the risk assessment results and other objective factors, such as criminal

history, substance use, employment and residential stability, a matrix is used to aid in making a recommendation to Court regarding the inmate's potential release and supervision conditions. The Pretrial Release Recommendation is provided to the Judge, Prosecutor and Public Defender and a determination regarding participation and release to Pretrial Services is made at arraignment or a Defendant's initial hearing.

If an arrestee is placed in the Pretrial Release program they are required to report to Pretrial Services within 24 hours of their release and placed at a level of supervision that matches their risk level, individual needs and responsivity factors. Supervision requirements include, but are not limited to, making all court appearances, remaining arrest free, text message reminders, office and telephone appointments, random drug screening and/or electronic monitoring. When drafting a supervision plan, identified needs and responsivity factors, along with the derived risk level, are prioritized to ensure supervision adheres to evidence-based practices and the dosage and risk/need principles. CCCPS utilizes a graduated sanction/incentive matrix and does not believe in blanket reincarceration for violations, handling minor violations, such as failure to report, administratively, and considering a defendant for placement back into the program at an increased level of supervision if rearrest occurs.

EXPEDITED RELEASE

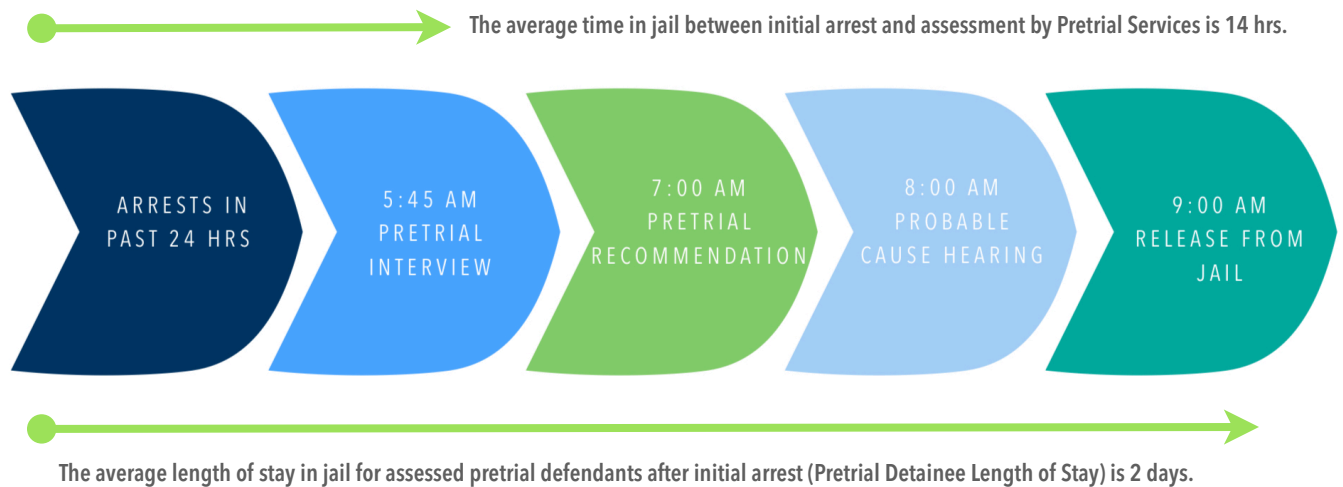
When an arrestee is identified as low risk and is not a threat to public safety, they are released at arraignment, the probable cause hearing, before formal charges are filed and their initial hearing occurs. Moving pretrial determinations to an arrestee's probable cause hearing allows us to expedite release and mitigate the impact of pretrial incarceration, such as loss of employment, separation from family and exposure to high-risk offenders. Studies show that even one to two days of pretrial incarceration can increase the likelihood of future misconduct while on supervision and recidivism. Ninety percent of eligible defendants are evaluated and released under the program's supervision within 12 to 24 hours of arrest, with the average pretrial incarceration length of stay before release to the program being 2 days.

RELEASE TIMELINE

Below is the typical timeline of the pretrial release process in Cass County for defendants who enter the program via traditional means: from initial arrest and book-in, to administering of the pretrial assessment, PC determination and release, if granted. (Special conditions of bond and bond reduction reviews, while assessed using the same IRAS-PAT and matrix, fall outside this normal procedure of events.) By utilizing expedited release, we are able to safely mitigate the negative impacts of pretrial detention by reducing the amount of time a defendant is held in jail. The average length of stay after initial arrest is only 1.7 days and would be notably lower if release determinations were made on weekends and holidays. The average time between arrest and evaluation by Pretrial Services is 14 hours, even with assessments only occurring once in a 24 hour period unless otherwise requested. Oftentimes a Defendant is booked, evaluated, released to CCCPS and has completed their intake appointment within 4-6 hours.

5:45 AM- All arrestees that fall within the target population are interviewed using the IRAS-PAT and custom interview guide that assists in identifying needs.

8:00 AM- If an arrestee is approved for pretrial release and low to moderate risk, they are released before their initial hearing when a PC determination is made at arraignment.



5:30 AM- The Pretrial Director pre-screens all new arrestees that have been booked in the County Jail in the past 24 hours every Monday-Friday to determine initial eligibility and identify conflict cases and possible holds.

7:00 AM- The Pretrial Recommendation and Report that includes the Defendant's criminal history, residential & employment information and risk level is prepared along with a proposed supervision plan (special conditions) and is sent to the Court, Prosecutor and Public Defender.

9:00 AM- Pretrial Release Defendants sign their Terms and Conditions in open court and are directed to report to pretrial services upon release and given notice of their initial hearing.

SUPERVISION LEVEL SUMMARY

- Level 1 – One telephone appointment every two weeks and one office appointment every six weeks.
- Level 2 – One telephone appointment and one office appointment every month.
- Level 3 – Two telephone appointments and two office appointments. Weekly reporting may be ordered with electronic monitoring.

TARGET POPULATION

Pretrial Services assesses all pre-adjudication arrestees/defendants who were not released on their own recognizance or who have not posted conventional bond pursuant to the local bond schedule prior to administration of the IRAS-PAT. Defendants who post bond subject to the bond schedule or who are charged and summoned are not assessed unless the Judicial Officer determines that Pretrial Release conditions be ordered as a special condition of bond. Cass County Pretrial Services serves defendants charged with both misdemeanor and felony offenses and does not determine eligibility solely based on the level of instant charges, but instead, primarily on evidence-based factors and determined risk levels to equally ensure public safety and protect the defendant's presumption of innocence. The Pretrial Services Director is responsible for reviewing the bookings, new criminal filings, and arrest/jail list each work day, in addition to monitoring weekend arrests, to determine which arrestees are eligible to be assessed according to the above target population. Juvenile Defendants that have been waived into adult court or that are the result of direct files are also eligible for participation.

Expanded Sectors of Target Population Promotes Individualized Risk Based Release Decisions

In response to the needs of our local criminal justice system, our target population also includes criminal mental health adjudications and probation violators when requested by the Court. Placement in Pretrial Services during the pre-adjudication period for probation violations is used as an intermediate sanction and way to provide more intensive supervision and coordinate services for those with identified criminogenic or mental health needs.

Those undergoing treatment or competency evaluations in criminal proceedings can be placed under the supervision of Pretrial Services to not only provide supervision, but also coordination of services and assessments. Additionally, to promote individualized, evidence and risk-based release decisions, those who normally would have been excluded from evaluation, such as inmates held on Failure To Appear Warrants or Bond Revocations are considered for release to Pretrial Services versus being held without bond, per prior standard practice if an evaluation is requested by the Court, State or Defense Counsel. The purpose of this expansion of the target population is to use evidence-based decision making to avoid making blanket decisions and responses to better meet the needs of those incarcerated without jeopardizing public safety.

Expansion of Services & Evidence-Based Determinations

Pretrial Services continues to assist the courts by providing evidence-based release recommendations based on objective factors designed to promote public safety beyond the point of initial arrest. Expansion of services also includes Pretrial Recommendations and risk assessments, i.e. the IRAS-PAT, are also provided at Bond Review and Reduction Hearings, upon request, to further support evidence-based decision making and risk-based determinations. Sometimes, inherent risk to the community and the victim is uncovered that supports detention. This may not have been fully known without the participation of Pretrial Services, illustrating another benefit of the program.

Other instances where pretrial recommendations and risk assessments are being used include Hearings for Special Conditions of Bond. Evidence-based decision making, aided by the pretrial recommendations, is being used to set special conditions of bond, supervised by Pretrial Services, that correlate with assessed risk and that are not overly restrictive, but still protect the community. At times a defendant will be released at a reduced bond and with electronic monitoring, for example. In this way, Pretrial Services has helped facilitate a renewed focus on risk-based determinations through the duration of the case.

EXPANSION OF SERVICES

Pretrial Services recognizes the research that supports that most instances of pretrial misconduct are unwillful in nature and that blanket responses to pretrial misconduct are just as damaging as blanket conditioning and blanket release decisions. In 2023, the Director worked with Stakeholders to expand agreed alternate responses to instances of failure to appear, new offenses and technical violations. In order to provide differing intensities and variety of programming options to suit a variety of learning styles and needs, we also began facilitating referrals and placement into inpatient treatment programs.

Alternate Responses

Administrative Responses to misconduct are timely and clear and incorporate community-based support service referrals targeted at reducing misconduct. In lieu of blanket reincarceration, staff have the authority to increase reporting, change supervision format, make referrals to counseling or other support services as a response to violations when appropriate.

Formal Violations to the Court are utilized when the severity of the offense necessitates or when the administrative sanctions were not effective. Said formal violation includes a recommendation on how to respond and information on prior conduct and mitigating circumstances. For example, a violation will specify if a warrant or summons is most appropriate and whether a formal increase in supervision level with referral to services or treatment may resolve said conduct while preserving community safety versus revocation. Often times, even if a formal violation and warrant was issued, an agreed resolution is made where the Defendant is allowed to continue on pretrial supervision with the necessary supports in place to mitigate factors that caused said violation and better ensure success.

Notices of Increased Supervision Level are filed for most non-violent new offenses where an arrest never occurred. New arrests for most Class B and C Misdemeanors most often do not result in revocation to mirror the prosecutor's policy regarding bond revocations. Officer discretion

regarding the best course of action to ensure court appearance and public safety is used in these instances and responses are individualized based on client's risk and pretrial conduct.

Inpatient Treatment Referrals

In the Fall of 2023, we began facilitating voluntary placement in inpatient treatment programs, assisting the participant with obtaining presumptive eligibility, Recovery Works or HIP Coverage and coordinating transportation to the chosen facility. Care is taken to guide participants in choosing a program that corresponds to their identified needs, responsivity factors and need for services. Individuals are assessed with an alternative actuarial assessment tool to ensure there is a moderate to high need for participation, unless the participant self-identifies the need or desire for support services.

If the Defendant enrolls in an inpatient treatment program, Pretrial Services informs the Court, Prosecutor, and Defense Counsel. Additionally, they maintain weekly telephone appointments with the Defendant while they are at the facility. Case Managers remain in close communication with the treatment provider to monitor the Defendant's progress and develop a comprehensive aftercare plan to facilitate a successful transition upon completion of treatment.

Pretrial Services has built partnerships with multiple inpatient treatment programs and sober living facilities to ensure a wide range of options to best serve our diverse client base, with specialties including substance use, co-occurring disorders, mental health, dual diagnosis, and programing tailored for pregnant women.

Some of our partners include:

- Avenues Recovery, Multiple Locations
- Indiana Center for Recovery, Multiple Locations
- Gilead House, Kokomo, IN
- Tara Addiction Treatment Center, Franklin, IN
- Wabash Recovery, Kokomo, IN,
- VA Addictions

INTRODUCTION OF NEW TREATMENT SERVICES DIVISION

Cass County Court & Pretrial Services' intentional coaching and needs-based supervision model includes voluntary referrals to services and interventions tailored to address common barriers to pretrial success, such as employment, residential stability, substance use, and behavioral health. By incorporating best practices from a clinical setting, we strive to enhance voluntary service engagement. CCCPS also emphasizes collaboration to build trust and rapport with clients while providing efficient connections to services. Incorporating Motivational Interviewing techniques into pretrial supervision strategies helps shift from a compliance-based model, where pretrial officers act as "law enforcers or referees," to a needs-based, coaching approach.

In November 2024, CCCPS announced the launch of a new Therapeutic Services Division to promote equal access to voluntary supportive services and treatment. The division is led by our new Treatment Director, Stan Antonelli III, LCSW, LCAC, Licensed Psychotherapist and PsyD Candidate, and the clinicians of Psychotherapy Associates of Kokomo, PAK and provides a comprehensive range of supportive services, including individual counseling, addiction treatment, and medication management. The clinicians are board-certified and specialize in the treatment of co-occurring disorders, anxiety,

"It has been an honor to collaborate with Director Hillary Hartoin and Judge Lisa Swaim, contributing to the realization of their shared vision for a therapeutic pretrial services model. The nearly 80 % Voluntary Client Participation Rate underscores the necessity of integrating supportive services into the court system, such as individual counseling. Moreover, it demonstrates the intrinsic motivation for justice-involved individuals to invest in their mental well-being and take steps towards a healthier and more fulfilling life."

-Stan Antonelli III,
Psychotherapy Associates of Kokomo



depression, trauma, complicated grief, and substance use disorders. By expanding the scope of therapeutic interventions beyond substance use, we are able to address the varying drivers of substance dependency.

Utilizing grant and opioid settlement funding, CCCPS is able to provide these services at no cost to clients. PAK is paneled to bill through Medicaid and private insurance, allowing clients to continue working with the same providers after completing pretrial services, eliminating the need for clients to go through the vulnerable process of establishing a relationship with a new provider when supervision ends or transitioning to post-conviction supervision, while sustaining treatment engagement to reduce recidivism. By offering services in-house, the department breaks down financial and transportation barriers. Clients can conveniently check in with pretrial services staff, comply with court obligations, and meet with their counselor all in the same location and time. This minimizes time away from work and family and eliminates onerous wait times to see a provider. While traditional providers often have up to three months' wait, clients can typically see one of CCCPS's clinicians within days or even hours after release. This helps address barriers that could increase risk to public safety and court appearance while improving client outcomes. Our integrated therapeutic model has led to a 20% increase in the Voluntary Program Participant Rate, with 78% of active pretrial clients now participating in various programs and services.

POLICY AND STAKEHOLDER TEAM

Pretrial Services reports directly to the Cass County Judiciary and has a local policy and stakeholder team that meets on a regular basis to collaboratively develop and approve local pretrial practices and review program performance metrics, grant opportunities and other accomplishments. Said meetings are held quarterly in conjunction with the Cass/Pulaski Advisory Board Meetings and Cass County Local Justice Reinvestment Counsel (JRAC), of whom the Director is the Chair. Stakeholders meet at least quarterly. Current Policy and Stakeholder team members are listed below:

- Lisa L. Swaim, *Judge, Superior Court 2, Supervising Judge*
- James Muehlhausen, *Judge, Cass Superior Court 1*
- Stephen R. Kitts, II, *Judge, Cass Circuit Court*
- Hillary Hartoin, *Court & Pretrial Services Director & Chair*
- Dave Wegner, *Director of Cass/Pulaski Community Corrections & Vice Chair*
- Noah Schafer, *Cass County Prosecutor*
- Lindsay Ruby, *Chief Public Defender*
- Ed Schroder, *Cass County Sheriff*
- Will Scott, *Chief Juvenile Probation Officer*
- Mike Stajduhar, *Cass County Commissioner*
- Stan Antonelli III, *Treatment Director*

POLICY AND STAKEHOLDER TEAM MEETINGS

Pretrial Stakeholders meet on a monthly, quarterly, and annual basis. Meetings are formatted to be participatory and engaging, fostering active discussion and collaborative problem-solving and decision making among the members. The Pretrial Services Director works to break down silos between agencies, improving communication and developing collaborative initiatives that leverage

the strengths of each stakeholder to improve overall pretrial system outcomes. Meetings are held at the Cass Government Building in the Bicentennial Room, via a hybrid format with in-person and virtual attendance offered via Lifesize.

The Cass/Pulaski Community Corrections Advisory Board Meetings/Cass Pretrial Policy & Stakeholder Team Meetings held in 2024 were as follows:

- February 20, 2024
- March 20, 2024
- May 29, 2024
- August 20, 2024
- November 18, 2024

Cass County Local JRAC Meetings attended in 2024 were as follows:

- January 17, 2024
- March 20, 2024
- May 29, 2024
- July 10, 2024
- August 20, 2024
- November 18, 2024

The Cass/Pulaski Community Corrections Advisory Board Meetings/Cass Pretrial Policy & Stakeholder Team Meetings tentatively scheduled for 2025 are as follows:

- March 25, 2025
- May 20, 2025
- August 19, 2025
- October 21, 2025

Additionally, the Pretrial Policy & Stakeholder Team came together to attend Coaching Model for Change Trainings with Dr. Brian Lovins.

Pretrial Services also prepares monthly reports distributed to all stakeholders, including the County Council and Commissioners, CPCC Advisory Board, Pretrial Policy and Stakeholder Team, IOCS Certification Program Director, IDOC Program Director and Local JRAC Council.

AGENCY ORGANIZATIONAL CHART

01

CCCPS operates under the authority of the entire Cass County Judiciary, but is primarily supervised under the authority of its Supervising Judicial Officer, Judge Lisa L. Swaim of Cass Superior Court 2.

JUDGE LISA SWAIM,
SUPERVISING JUDGE

02

CCCPS has a local Policy & Stakeholder Team, in addition to the Community Corrections Advisory Board & JRAC Council, that meets on a regular basis to collaboratively develop local pretrial practices and review performance metrics.

CPCC ADVISORY BOARD
CASS COUNTY LOCAL JRAC

03

Hillary Hartoin, Court & Pretrial Services Director, is responsible for the administration & daily operations of CCCPS, including all arrestee assessments, data and performance measurement and Court Services duties.

DIRECTOR OF COURT & PRETRIAL SERVICES
HILLARY HARTOIN

04

Allison Campbell and Robert Baszner Jr., Pretrial Case Managers, are responsible for client supervision & provide administrative support. The Pretrial Case Managers report directly to the Court & Pretrial Services Director.

PRETRIAL CASE MANAGERS
ROBERT BASZNER JR.
ALLISON CAMPBELL

05

CCCPS subcontracts a part-time public defender dedicated to providing initial appearance representation.

PRETRIAL PUBLIC DEFENDER
AMBER GARRISON

06

CCCPS partners with Psychotherapy Associates of Kokomo, whose CEO Stan Antonelli serves as our Treatment Director, in addition to therapeutic clinicians, Susan Conner & Dawn Wilson. This division offers a comprehensive range of voluntary support services, including individual counseling & medication management

TREATMENT DIRECTOR
STAN ANTONELLI, III

TREATMENT CLINICIANS
DAWN WILSON
SUSAN CONNER

EMPLOYEE ROSTER

Name	Position	Work Status
Hillary Hartoin	Director	Full-time
Allison Campbell	Pretrial Case Manager	Full-time
Robert Baszner Jr.	Pretrial Case Manager	Full-time
Amber Garrison	Initial Appearance Public Defender	Subcontractor
Stan Antonelli III	Treatment Director	PAK Subcontractor
Dawn Wilson	Therapy Clinician	PAK Subcontractor
Susan Conner	Therapy Clinician	PAK Subcontractor

WORKLOAD ANALYSIS

Task/Activity	Total Completed	Estimated Time Per Task
Evaluation & IRAS-PAT	386	20m
Jail Interviews	237	15m
PC/Initial Hearings Attended	267	15m
Office Visits	2,252	20m
Telephone Appointments	1,366	15m
Field/Home Visits	0	25m
Incentives & Interventions	699	15m
Counseling Sessions	556	30m
Weekly Criminal Records Checks	3,622	2h 30m
Monthly Reports	36	1h 30m
Grants Written	8	12-36hrs

STAFFING PLAN

Court & Pretrial Services is comprised of three full-time county employees: the Court & Pretrial Services Director and two Pretrial Case Managers.

Administration

The Director is a Certified Probation Officer, NAPSA CPSP, and is responsible for the overall administration and daily operations of the program, ensuring the court's compliance with the pretrial services statutes and rules, developing pretrial services policies and procedures, arrestee evaluations, and supervision of high-risk clients. In addition to program administration and serving as the primary program assessment officer, the Director is responsible for all data collection and performance measurement, including the increased reporting required by the new Indiana Outcome and Performance Measures and tracking of the Counter Population.

Said Director is also responsible for Court Services duties that include, but are not limited to, assisting the Courts in seeking new funding opportunities and grant management, with a focus on jail analysis and programming and mental health services, as well as conflict pre-screening and quality assurance reports. Management of Odyssey and INCite court permissions and queues for all court reporter staff, court reporter training, creation and maintenance of the county language access plan, and other court administration duties highlighted in the Court Services Section of this report.

The Director assists the Cass/Pulaski Community Corrections Director with administering and securing county grants, quality assurance measures, technology improvements, evidence-based practice compliance, gathering and analyzing data, and other community supervision initiatives. As the Local JRAC Chair, she also serves as the primary grant writer for the local criminal justice system and manages all the data for not only the pretrial release program but also the courts, community corrections, and local jail.

Case Management

The Pretrial Case Managers' primary duties entail supervision of low to high-risk clients, data

maintenance, including tracking of the counter-population, and administrative support to ensure not only the sustainability of the program and allow for growth, but also that clients remain supervised at a level of quality that ensures public safety.

It is further noted, that our integrated therapeutic services model requires that case management staff conduct meaningful supervision appointments that include supportive services referrals targeted to ensuring client success. Additionally, they are trained to incorporate cognitive interventions and core correctional practices into their supervision strategies to provide clients with more opportunities for directed practice and skill-building to help clients develop essential self-management skills. In this way, they are not merely compliance officers, as are their probation counterparts, but coaches that play an integral role in client outcomes and community safety.

Legal Services

CCCPS sub-contracts with the Cass County Public Defender Board to employ a part-time public defender dedicated to ensuring defense counsel participation at initial hearings. Said position promotes maximized release and provides for limited initial appearance representation in alignment with pretrial best practices and the Indiana Pretrial Services Rules. Attorney Amber Garrison has served as a public defender since 2013, taking on this role in February of 2022. She is a tremendous addition to the agency and is continuing on in this capacity in 2025.

Therapeutic Services

CCCPS also holds an MOU with 4C Health that expands and funds the therapeutic services offered at Cass/Pulaski Community Corrections and Court Services. Under the provisions of said MOU, Pretrial Services also shares the services of two dedicated Peer Recovery Specialists, who can assist clients in engaging in support and recovery services in the community.

In November 2024, CCCPS announced the launch of a new Therapeutic Services Division to promote equal access to voluntary supportive services and treatment. This division provides a comprehensive range of supportive services, including individual counseling.

counseling, addiction treatment, and medication management.

The Treatment Division is led by our new director, Stan Antonelli III, LCSW, LCAC, a Licensed Psychotherapist and PsyD Candidate from Psychotherapy Associates of Kokomo, PAK. Antonelli coordinates and oversees this department, supervising clinicians, selecting curriculum and interventions, and providing supplemental staff support as the agency serves clients with growing behavioral health needs.

The division now includes two PAK clinicians, Susan Conner and Dawn Wilson, who provide direct services to clients four days a week, an increase from the one day of supportive services offered in 2023. These board-certified clinicians specialize in treating co-occurring disorders, anxiety, depression, trauma, complicated grief, and substance use disorders.

While all PAK employees are subcontracted, their contributions make them equal agency members and partners in carrying out the mission and vision of the pretrial release program.

STAFFING NEEDS

Cass County Court & Pretrial Services saw another record-breaking year in 2024. Based on current projections, we are conservatively estimating serving 375 clients in 2025. In 2024, CCCPS served 363 clients, a 21% increase from 2023 and a 59% increase from 2022. This was accompanied by a 5% rise in evaluations and a 19% surge in new intakes. The 2024 average daily population was 128 clients, a 26% increase from 2023-2024. By the end of Q1 2025, the agency has seen this trend continue, serving 46% of our total 2024 population, with a 15% comparative increase in the monthly population served.

The agency average caseload is currently 75 clients per case manager, correlating to a 25% increase in our daily population. This is approximately a 15% increase from 2023 caseload ratios. It is additionally highlighted that average daily population is a key metric that reflects the workload of our supervision staff, measuring the average number of clients supervised per day each month.

Both pretrial case managers are supervising above the national industry standard of an average client caseload of no more than 30-35 clients per supervising officer, as noted above, and employing a supervision model that requires more client interaction. For comparison purposes, CCCPS has only 2 case managers compared to the 6 employed by Community Corrections, which does not provide integrated support and therapeutic services for those outside the work release program and also has 15 support supervision officers. Each case manager also has additional specialty focus, one facilitating placement in inpatient treatment and other housing and stability resources. The Director continues to closely monitor caseload ratios and other assigned duties. If this trend in increased growth continues, additional staff may be warranted.

In 2023, the Cass County Commissioners and Council established and funded a new full-time case manager position for the department. Said analysis of staff responsibilities and caseload ratios has caused the Director to start contemplating the need for another staff member. Said proposed staff member would provide critical assistance to the Director in the responsibilities of data collection, maintenance, and analysis. These responsibilities, coupled with the growing grant management and court system needs over the past three years, have significantly increased the Director's workload. During grant and annual report season, the Director often logs 60 work hours per week.

Currently, no other employee possesses the unique qualifications required to sustain the data initiatives that secure and sustain funding for the Pretrial Release Program, Local JRAC, and Community Corrections Department. The Director's heavy workload leaves no room for expansion into the data analysis needed to meet the evolving demands of our local criminal justice system. This includes tracking and analyzing recidivism and probation data to further analyze outcomes and identify system gaps. Additionally, the lack of cross-training for the data analysis component of the Director's role puts the department at risk if the Director's employment status were to change. It is recommended that the county prioritize providing additional support to not only facilitate growth but also ensure sustainability and balance the Director's workload.

STAFF TRAINING

Per Indiana Pretrial Services Rules Section 10(f) that states a Pretrial Services *"coordinator and each pretrial services officer shall complete 12 hours annually of job-related continuing education approved by the pretrial services supervising judge"* and pursuant to IC 11-13-1-1 that outlines the continuing education requirements for certified probation officers, program policy requires that staff obtain 24 hours of continuing education hours a year. However, each year the agency strives for each employee to obtain 40 hours of continuing education units to be in line with its sister agency, Cass/Pulaski Community Corrections. This year, due to increased training opportunities, we surpassed our target of 120 continuing education units. In 2024, agency staff completed over 232 CEUS.

Conferences attended included the Indiana Office of Court Services Justice Services Conference, the IACCAC Fall Training Institute, the APPA Winter Training Institute in Seattle, Washington, the APPA 49th Annual Training Institute in Indianapolis, IN, and NAPSA. Additionally, the department participated in three days of training on the Coach Referee Model for Change and Success Planning with Dr. Lovins of Justice System Partners. Both case managers were also re-certified to administer all the Indiana Risk Assessment Tools (IRAS).

The Director also completed the ACJI Implementation Leadership Academy, designed for justice system leaders and decision-makers interested in ACJI's unique approach to Implementation Science. This training equips leaders with practical tools to build organizational capacity and address the challenges of change, including how to effectively adopt evidence-based practices and innovations, and how to influence organizational culture improvements for better outcomes. Staff also completed their Motivational Interviewing Certifications from ACJI. Other training attended included courses from the National Institute of Corrections and APPR, in addition to the Director completing a Positive Intelligence Course.



**NAPSA 2024
CONFERENCE**



APPR

JSP
JUSTICE SYSTEM PARTNERS

SECTION 2:

2025-2027 STRATEGIC PLAN

When developing Pretrial Services' 2025-2027 Strategic Plan, the goal was to identify areas needing change based on the growth and challenges faced over the past three years. The plan's goals had to continue supporting the organization's mission and vision, while being challenging yet practical and measurable. Feedback from key stakeholders, including the IOCS, IDOC, Judiciary, and local criminal justice partners, helped conduct an internal SWOT (Strengths, Opportunities, Weaknesses, Threats) analysis. This analysis informed the five strategic goals outlined below, allowing the organization to leverage its strengths, overcome weaknesses, and capitalize on areas of growth.

SWOT ANALYSIS

STRENGTHS

- Established community-based alternative to pretrial incarceration
- Data-driven agency
- Coaching and therapeutic organizational cultural

OPPORTUNITIES

- Utilization by local courts continues to increase
- Continued technical assistance from Justice System Partners dedicated to Pretrial Services
- Opportunity to Expand Therapeutic Division

WEAKNESSES

- Limited cross training within department staff
- Rising caseloads and increasing Director responsibilities developing into need for more staff

THREATS

- Opportunities for fiscal growth are narrowing
- Limited socioeconomic resources, i.e., housing & transportation assistance

1. EXPAND SUPPORTIVE SERVICES TARGETED TOWARD PRIMARY BARRIERS TO PRETRIAL SUCCESS

Need: Research shows that most pretrial misconduct stems not from willful actions, but common challenges. Supportive supervision models have been shown to positively impact outcomes. Though Cass County Court & Pretrial Services offers an array of integrated services, there is a need to ensure the sustainability of these programs and address any gaps in service offerings

Objectives:

- 1.1: Build relationships with community partners and organizations to create a referral process to community supports and resources focused on housing, transportation, employment and childcare, along with educational opportunities.
- 1.2: Continue to expand Therapeutic Services Division to include cognitive groups that are no longer provided in our community, i.e., IOP, Victim Impact Panel and in-person facilitated domestic violence classes.
- 1.3: Increase integration of Peer Recovery Specialists into the Pretrial Release Program.
- 1.4: Obtain a navigator via a community partner or sub-contractor to assist clients in obtaining insurance coverage for not only participation in key programming and services, such as counseling and inpatient treatment, but also for medication management and physical health.

Data Collection and Measurement: As the agency expands its resources, it will track the frequency of interventions and referrals, correlating these metrics to client engagement and outcomes. Additionally, the agency will collect and review client feedback on their experiences and perceptions when working with outside providers.

2. CONTINUE INVESTMENT IN STAFF DEVELOPMENT TO FURTHER IMPLEMENT COACHING ORGANIZATIONAL CULTURE AND ENSURE SUSTAINABILITY

Need: Ongoing staff training in motivational interviewing and effective communication, with a focus on the Coach Referee Model for Change, is essential as caseloads rise and the agency's Violation Unit expands, leading to more clients identified as high risk with greater needs. Additionally, increased cross-training on evaluations, recommendations, and data analysis is crucial for program sustainability.

Objectives:

- 2.1: Continue with current technical assistance agreement with Justice System Partners, focusing on enhancement to pretrial services to streamline processes and implement innovative solutions to support client success.
- 2.2: Develop and employ a professional development plan to coach staff in new responsibilities and skills, focused on expanding cross training within the department.

Data Collection and Measurement: The Director will track training hours and create staff development plans with case managers to identify goals and monitor progress.

3. CREATE THERAPEUTIC SERVICES AND RESOURCE INVENTORY

Need: Through its various grants, Cass County Court & Pretrial Services now funds all therapeutic services offered in all the county's community supervision programs. This has enabled the agency to expand the curriculum and programming options available to justice-involved individuals, though it still lacks a formalized

guide and matrix to identify for stakeholders, staff and clients what resources are available and when utilization is most appropriate.

Objectives:

3.1: Create a Resource Inventory of all programming options that includes course descriptions, target population, risk and dosage information, barrier addressed, etc.; creating an internal reference guide, bench guide for courts, prosecutors and public defenders, in addition to a simplified resource menu for clients.

3.2: Design and implement a Therapeutic Programming Matrix to support consistent assignment of programming in alignment with the dosage and risk principles, including core curriculum with elective courses to address responsivity factors.

3.3: The Treatment Director will provide training for the Local JRAC and community supervision staff. The training will outline the available programming, identifying the target populations and risk levels that each program is designed to address. The training will also educate staff on the risk-needs principle and its application within the context of local resources.

3.4 In partnership with the Local JRAC and Community Corrections, develop and implement a unified system of graduated incentives and sanctions. This matrix will provide alternative responses to misconduct, utilizing available resources to deliver targeted therapeutic interventions.

3.5: Collaborate to create a comprehensive Meaningful Violation Template. The template should include details on the individual's prior successes, conduct, and mitigating factors, as well as a recommendation for the appropriate response - whether that's increased supervision with a targeted intervention or reincarceration is appropriate.

Data Collection and Measurement: The Director will collaborate with the Treatment Director to develop an implementation plan for these projects and create the aforementioned matrix.

4. INCREASE DATA COLLECTION, ANALYSIS AND REPORTING STAFF TO EXPAND DATA ANALYSIS AND ENSURE SUSTAINABILITY

Need: The Director's responsibilities for data collection, maintenance, and analysis have greatly increased. In addition to her regular duties, the growing grant management and court system needs over the past three years have significantly expanded the Director's workload. During grant and annual report seasons, the Director often logs 60 work hours per week. This heavy workload leaves no room for the data analysis needed to meet the evolving demands of our local criminal justice system, and there are currently no other qualified employees with the specialized training to allow for growth or ensure sustainability.

Objectives:

4.1. Investigate university partnerships to assist with advanced data collections projects, such as the Local JRAC's goal of tracking and analyzing recidivism rates. Said support could include internships or paid partnerships.

4.2. Continue to seek grant and other funding opportunities to provide additional data collection and analysis support and sustain current initiatives.

4.3 Hire additional Court & Pretrial Services staff member to provide critical assistance to the Director in the responsibilities of data collection, maintenance, and analysis.

Data Collection and Measurement: The department will continue to present current staffing needs and data collection limitations to appropriate stakeholders in efforts to garner the support needed to meet this need.

5. INCREASE AND DIVERSIFY SUPPLEMENTAL GRANT FUNDING

Need: As the primary grant writer and manager for the Cass County Criminal Justice System, the Court Services Director oversees funding and resources for Pretrial Services, Community Corrections, JRAC, and the Courts. With growing internal program demands and evolving criminal justice needs in the local community, securing additional funding channels has become imperative.

Objectives:

- 5.1: Continue to seek new funding opportunities for all agencies in the local criminal justice system and government, prioritizing sustainability of therapeutic services' contracts and MOUs.
- 5.2: In collaboration with the local JRAC develop a strategic plan for criminal justice agencies to increase their eligibility for larger funding opportunities and grants.
- 5.3: Develop a streamlined process for grant management and reporting to ensure compliance with grant contracts and assist Director as the number of awards increase.

Data Collection and Measurement: The Court Services Director will continue to maintain the department grant revenue report that includes pending applications and award rates. Court Services will work with Community Corrections on improving their program's agency proficiency in core functions such as ensuring compliance with evidence-based and core correctional practices, maintaining data fidelity, and implementing effective therapeutic supervision strategies to help them become eligible for larger funding opportunities with stricter requirements.

SECTION 3:

NAPSA & IOCS CERTIFICATION

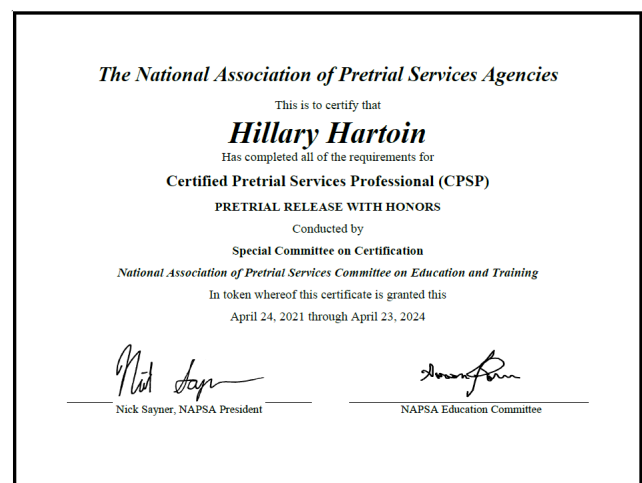
INDIANA OFFICE OF COURT SERVICES CERTIFICATION

The Board of Directors of the Judicial Conference of Indiana adopted the Pretrial Services Rules in December of 2019 that form the basis for voluntary certification for Indiana counties implementing pretrial best practices. Achieving certification shows that the operation of the agency is in alignment with state pretrial best practices and the agency operates as a "risk-based pretrial system that will maximize release, court appearance, and public safety (PSR)". On April 2, 2021, the agency submitted its certification application, including the completed Policy and Procedure Manual. After undergoing a provisional site review with the Staff of the Indiana Office of Court Services in September 2021, the agency was granted Provisional Certification on October 1, 2021. Cass County was the eleventh county in Indiana to receive certification. On April 19, 2022 the agency successfully underwent its site review, receiving full certification status.



NATIONAL ASSOCIATION OF PRETRIAL SERVICES (NAPSA) CERTIFICATION

The National Association of Pretrial Services Agencies', NAPSA, "Certification Program provides national recognition to qualified pretrial practitioners who successfully complete certification and become Certified Pretrial Service Professionals (CPSP.) Achieving Certified Pretrial Services Professional status involves passing an examination (fundamental legal concepts, case law, and legal concepts specific to pretrial release). Persons obtaining certification have demonstrated a fundamental understanding of the Pretrial movement and the history upon which it is based (NAPSA)." On April 24, 2021, the Director, applied for and took the exam that granted her status as a Certified Pretrial Services Professional.



SECTION 4:

COURT SERVICES 2023 SUMMARY

EST. APRIL 1, 2021

In response to the sustained growth the Pretrial Release Program saw in 2020 and also recognizing the distinctions and need for separation of pretrial supervision from post-conviction supervision to best align with pretrial best practices, the Cass County Judiciary, with the support of the County Council and Commissioners made the decision to transition Pretrial Services to its own department and establish it as an independent agency. On April 1, 2021, the Cass County Pretrial Release Program was moved out from under the umbrella of Cass County Adult Probation and became a new county department and the second independent pretrial agency in the State, per Ordinance No. 2021-01: *Cass County Court & Pretrial Services*.

While the primary focus remains Pretrial Services, expanding the department into Court Services includes the added duties of assisting the Courts in grant management and seeking new funding opportunities, conflict pre-screening, quality assurance reports and other statistical reports upon request. The Department also has a special focus on jail analysis and programming, mental health services and county data analysis and collection, in addition to working collaboratively with the Cass/Pulaski Community Corrections Director in administrating and securing county grants, quality assurance measures, technology improvements, gathering and analyzing data and other community supervision initiatives.

Below is a brief outline of some of the projects Court Services worked on in 2024:

- Prepared 171 Felony Abstract of Judgements for the Courts, including all PCR and Appellate Abstracts.
- Served as Continuous Quality Assurance Director for Community Corrections and also

does regular quality assurance and case processing reports for the courts.

- Serves as the primary grant writer for the criminal justice and court grants, securing over \$1,122,577.00 in new grant funding in 2024.
- Screens all arrestees for conflicts with Cass Superior Court 2 and Circuit Court and assists with case allocation and processing.
- Manages the creation and reallocation of Odyssey Task Queues when needed and prepares CMS permission for all new court staff, in addition to providing training to new court reporters.
- Developed policy and provided training on IC 35-38-9-1 Automatic Expungements for Vacated/Dismissed/Acquitted Cases.
- Appointed by the Cass County Council and Commissioners as the Financial Controller for Cass County Opioid Settlement Funds, managing funding and awarded microgrants.
- Launched the ACCI Corrections CBT eCourse Tablet Program in the Cass County Jail in February 2023, with 28 inmates completing online courses in 2024.
- In collaboration with 4C Health and the Cass County Sheriff's Department, assists in administering jail treatment initiatives that includes relapse prevention programs aimed at assisting transition back into the community with groups for both women and men and individual counseling. The Cass County Jail now has a 39% Programming Participation Rate.

SECTION 5:

GRANTS OVERVIEW

The Director currently serves as the primary Criminal Justice Grant Administer for the Courts, Community Corrections and Pretrial Services. Part of the department's duties, as Court Services, is to seek and apply for funding opportunities for not only the Pretrial Release Program and Community Corrections, but also grants that will benefit our local criminal justice system as a whole.

In 2024 Court Services was awarded \$1,122,577.00 in funding via the SIM/Justice Partners Addictions Grant, IDOC Grants, Cara Grant, and Court Reform Technology Grant for expenditure in CY2024, in addition to \$77,590 from the IDOC for Pretrial Services in 2025. Below is a summary of said grants and the progress made in regards to their related projects.

CARA GRANT

Approximately \$15,000 in Narcan doses for CPCC, Pretrial Services, and Adult & Juvenile Probation.

IDOC 1006 PRETRIAL GRANT, \$77,590

On July 2024, Cass County Pretrial Services was awarded \$77,590. Said funding provides for the majority of the Director's salary and fringe, in addition to the \$15,000 Pretrial Public Defender Contract that was previously funded by the Indiana Office of Court Services.

CY24-24 JUSTICE SYSTEMS ADDICTIONS RESPONSE (SIM) GRANT, \$140,000

\$140,000 was awarded by IOCS to fund competency and mental health evaluations, Cass/Pulaski Community Corrections's Therapeutic Division, including their on-site therapist and newly added intensive programming groups. Said grant also provides for the two peer recovery specialists, provided by 4C Health, that are shared between community corrections and pretrial services,

cognitive curriculum and interventions, in addition to supplementing Pretrial Services' new Therapeutic Services Division.

IDOC COMMUNITY CORRECTIONS GRANT

Authored the IDOC Community Corrections Grant, sustaining additional funding that continues to pay the salary for the additional case manager added in 2022 (\$70,000.) The addition of a fourth case manager helps ensure that clients of the home detention/community supervision program continue to be supervised in alignment with evidence-based practices, staffing principles and contact standards.

CY2024 COURT REFORM TECHNOLOGY GRANT

Secured the 2024 Court Reform Grant that includes \$40,000 from the IOCS for a complete audiovisual display system for one of the Courts that integrates with our existing court reporting system, improves sound quality, allows for visual display of evidence and is ADA Compliant.

CY2025 IOCS PRETRIAL SERVICES GRANT

Secured the 2025 IOCS Pretrial Services Grant that provides \$5,000 from the IOCS for CCCPS to continue our technical assistance contract with Justice System Partners.

GEORGE MASON UNIVERSITY

Received \$30,000 from George Mason University for Cass County's contribution as a practitioner partner in the Intentional Pretrial Supervision Research Study with Dr. Evan Lowder.

2020-2025 GRANTS REVENUE REPORT

As previously mentioned, the Court Services Director is the primary grant writer and manager for the Cass County Criminal Justice System, serving not only Pretrial Services, but also Community Corrections, JRAC and the Courts. In the past 5 years, over \$5,873,918.27 in grant funding has been received, with an 90% award rate. The Court Services Director continues to seek new funding opportunities for all agencies in the local criminal justice system and government. Below is a summary of the grant revenue generated by the department.

2020-2025 GRANT AWARDS

Grant Description	Year	Award Amount
IDOC Community Corrections Grant	2020	\$744,064.00
IDOC Pretrial Grant	2020	\$59,715.80
ICJI CESF COVID Relief Grant	2020	\$84,137.00
IDOC Community Corrections Grant	2021	\$744,064.00
IDOC Pretrial Grant	2021	\$59,716.00
CARA Narcan Grant	2021	\$15,000.00
IDOC Community Corrections Grant	2022	\$814,987.00
IDOC Pretrial Grant	2022	\$59,716.00
Indiana Office of Court Services Pretrial Grant	2022	\$15,000.00
CARA Narcan Grant	2022	\$15,000.00
CY22 Court Reform Security Grant	2022	\$37,225.00
CY22 Court Reform Court Technology Grant	2022	\$42,562.47
IDOC Community Corrections Grant	2023	\$814,987.00
IDOC Pretrial Grant	2023	\$77,590.00
CARA Narcan Grant	2023	\$15,000.00
CY21-22 Justice Partners Addictions Response Grant	2021-2022	\$60,000.00
CY22-23 Justice Partners Addictions Response Grant	2022-2023	\$45,000.00
IDOC Community Corrections Grant	2024	\$814,987.00
IDOC Pretrial Grant	2024	\$77,590.00
CY2024 Justice Partners Addictions Response Grant	2024	\$155,000.00

Grant Description	Year	Award Amount
IOCS 2024 Court Innovation Grant	2024	\$40,000.00
CARA Narcan Grant	2024	\$15,000.00
IDOC Community Corrections Grant	2025	\$814,987.00
IDOC Pretrial Grant	2025	\$77,590.00
Indiana Office of Court Services Pretrial Grant	2025	\$5,000.00
CY2025 Justice Partners Addictions Response Grant	2025	\$140,000.00
George Mason Research Study	2024	\$30,000.00
Total Grant Funds Received		\$5,873,918.27

2025 PENDING GRANT APPLICATIONS

Grant Description	Year	Award Amount
IDOC Community Corrections Grant	2026	\$886,987.00
IDOC Pretrial Grant	2026	\$92,590.00
IOCS Pretrial Grant	2026	\$120,000.00
Total Funding Applications Pending		\$1,099,577.00

SECTION 6:

CASS COUNTY LOCAL JRAC

“Coming together to create a collaborative system of care that promotes evidence-based practices and utilizes data analysis to improve criminal justice outcomes in our local community.”

In response to HEA 1068, Cass County established our local Justice Advisory Council (JRAC) in the fall of 2021. 2023 Cass County Local JRAC Meetings held:

- January 17, 2024
- March 20, 2024
- May 29, 2024
- July 10, 2024
- August 20, 2024
- November 18, 2024

One of the goals of the Cass County Local JRAC is to overcome silo approaches. Instead of each entity focusing solely on its piece of the process, the Cass County Local JRAC aims to foster a holistic view of the criminal justice system. This integrated approach considers the consequences of actions on the efficiency of the entire process, the impact on other entities, and potential effects on community safety.

Additionally, we work to combat compartmentalization within the criminal justice system. The Cass County Local JRAC strives to identify and address conflicting or duplicate processes that can arise when different parts of the system operate in isolation. By promoting collaboration and communication, these councils help to streamline processes, reduce inefficiencies, and optimize the use of limited local resources.

SYSTEM IMPROVEMENT GOALS

This past year, as part of our preparation for our first annual report submission, we collaboratively set the following goals after completing a system mapping:

- Develop data collection and reporting procedures to begin the practice of regularly reviewing data in efforts to improve outcomes.
- Increase collaboration and continuity of care in regards to client services, including expanded substance abuse and mental health programming for those on community supervision and in the Cass County Jail.
- Develop an agreed upon definition of recidivism and plan to begin collecting and measure the necessary data needed to generate a recidivism rate.

PERFORMANCE MEASURES

In addition to the above described goals, the Council set performance measures for each community supervision agency to begin reporting. Defined metrics include: *Safety Rate, Violation Rate, Completion Rate, Drug Screen Positivity Rate and Program Participation Rate*. To date, Pretrial Services, Community Corrections and Juvenile Probation are all reporting metrics and other statistical data.

2024 PROJECTS

Opioid Settlement: The Cass County Commissioners have appointed the Local JRAC Council to discuss, review and make recommendations regarding submitted proposals on how to best use our county's allocated funding from the Opioid Settlement, with JRAC Chair, Hillary Hartoin, serving as the Financial Controller of the funds. This year, the Council awarded the following microgrants to various organizations with our community:

- Multiple Dual Purpose K9s for the Cass County Sheriff's Department and Cass County Police Department
- Continued Restoration of the Recovery Center at the Women at the Well Recovery Home

- Coaching Model for Change Training Event with Justice System Partners for Community Supervision Staff, including Cass County Community Corrections, Pretrial Services, and Probation
- Part-Time Therapist for Pretrial Services

Unified Definition of Recidivism: The following agreed upon definition of recidivism was established. Work continues on defining enhanced data points to track and developing a plan to begin collecting this data.

RECIDIVISM RATE

The percentage of defendants who complete community supervision and who are not charged with a new criminal offense one (1), three (3) and five (5) years after completion of supervision.

COMMENTARY: The recidivism rate measures defendants who have not been arrested and charged OR summoned and charged with a new criminal offense (misdemeanor or felony). Thus, those who have been summoned to court for a new offense should also be included along with information learned about charges in other jurisdictions. Failed Diversions resulting in conviction and future violations of community supervision should also be included.

TYPE OF MEASURE: Case-related; measured at the end of community supervision period. While unified definition, each community supervision agency would calculate their own recidivism rate.

ENHANCED DATA POINTS: Data will be collected in a manner to filter and report by disposition, guilty, plea by agreement, dismissal pursuant to a plea, etc.

Research Studies: Ms. Hartoin collaborated with George Mason University and Dr. Evan Lowder on a research study proposal titled “Studying Intentional Pretrial Supervision in Indiana,” which was funded by IOCS. This study aims to validate the intentional and supportive model of pretrial supervision that has been established in Indiana.

One of the primary objectives of our Local JRAC is to foster and expand research opportunities.

Supplemental Grants: The Council assists in overseeing the criminal justice grants to ensure the maximum utilization of resources. The Local JRAC manages both the JPAR SIM Grant and the Court Innovation and Reform Grants. The Council continues to review and explore potential funding opportunities to expand resources across all areas of the criminal justice system.

Coaching Model for Change Trainings: All local community supervision staff, including community corrections, probation, and pretrial services, as well as stakeholders, attended Parts 1 and 2 of the Coaching

Model for Change Collaborative Professional Development Events. This training was led by Brian Lovins of Justice System Partners and sponsored by the local JRAC. In July 2024, Ms. Hartoin signed a contract using JPAR SIM Grant funding to provide continued professional development with JSP and Dr. Lovins. This further supports the implementation of the Coaching Model.

Additionally, this technical assistance agreement allows staff to earn their Coaching Certifications from



Adopting a Coaching Mindset

- Coach or Referee: How Do We Help People
- Change Creating a Coaching Connection
- Coaching Toward Success

Creating Plans for Success

- Evaluating Talent, Potential, and Barriers
- Building a Success Plan
- Learning from Practice

Managing Important Moments

- Managing Accountability and Discipline
- Celebrating Progress and Milestones
- Recruiting Community Coaches and Cheerleaders
- Preparing for the Next League

JSP through the Journey.DO software. Training with Justice System Partners will continue into 2025 to help support the prioritized shift from compliance-based supervision to a client-centric, coaching model.

2024 Winter IPAC Training: Hillary Hartoin, Cass County JRAC Chair, and Noah Schafer, Cass County Elected Prosecutor, delivered a presentation at the 2024 Indiana Prosecuting Attorneys Winter Conference on Local JRACs. The session provided an overview of high-functioning Local JRACs and the advantages they offer to prosecutors. These advantages include input and collaboration on community-based programs such as Community Corrections, Probation, and Pretrial Services. Participants also learned how data reporting through Local JRACs can enhance transparency and foster a more collaborative environment between court programs and prosecutors.

SECTION 7:

NOTABLE ACCOMPLISHMENTS

Beyond our required IDOC Performance Metrics, as an agency we are continuously striving to improve our operations and the quality of services we provide our clients, the courts and the community. Highlighted below are some the notable accomplishments made in 2024.

- In 2024, the program reached a major milestone by enrolling its 1,300th client since launch.
- In 2024, the program saw a 21% increase in clients served, reaching a record 363 clients in a single year.
- Over the past six years, the program has secured over \$5.8 million in grants, including \$1,122,577 in new funding in 2024 that will support not only the program's pretrial services, but also benefit multiple agencies in the local criminal justice system, including the Courts and Community Corrections.

“Pretrial Services staff secured more than 91 voluntary inpatient treatment beds, with 86% of patients successfully completing the treatment.”

“Since launching the program in 2018, the agency has enrolled its 1,300th client, marking a significant milestone. This represents a 21% increase in the number of clients served, impacting 363 individuals and reflecting a 59% rise from 2022.”

- The program diverted over \$1.9 million in incarceration expenses.
- Saw a 14% increase in Recommendations & IRAS-PATs completed, as well as a 27% increase in new intakes due to greater program utilization.

- In 2024, the agency recorded 120 completions of its Voluntary ACCI Lifeskills eCourse, marking a 35% increase from 2023.
- Saw an 82% Success Rate for Probation Violators released to program for supervision pending their Fact-Findings versus incarceration, validating alternate responses to violations and our intervention model.
- Featured in the national Jail Overview Guide published by the Center for Effective Public Policy and APPR in September 2024.
- Launched an integrated therapeutic services division, staffed by three clinicians who provide medication management, which increased our Voluntary Program Engagement Rate to 78%.

“Chief Justice Loretta Rush appointed Hillary Hartoin, the Director, to serve on the Indiana Judicial Conference Pretrial Committee, in addition to Ms. Hartoin’s roles serving as the Data Subcommittee and Coordinator Subcommittee Chair.

PRESENTATIONS

Director Hillary Hartoin has emerged as a state and national leader in the pretrial field. This past year, she had the honor of presenting at several prestigious conferences, including the IOCS Justice Services Conference, IACCAC Fall Training Institute, and the APPA Training Institutes in Seattle and Indianapolis. Additionally, she presented multiple sessions at the National Association of Pretrial Services Agencies (NAPSA) Conference in New Orleans, and regularly presenting the IOCS New Pretrial Staff Orientations in the Spring and Fall of each year.

Cass County considers it a privilege to have our community's work highlighted at such a high level. We value the time Ms. Hartoin spends sharing our initiatives with others as they develop similar programs in their own communities. Below is a summary of sessions presented by Ms. Hartoin in 2024:

- Presented "*Intentional Pre-Trial Supervision*" 2024 APPA Winter Training Institute, Seattle, February 2024
- Presented "*Intentional Pre-Trial Supervision*" 2024 IOCS Justice Services Conference
- Presented "*Jail Analysis & Sequential Bail Overviews*" 2024 IOCS Justice Services Conference
- Presented "Justice Counts: Story Telling with Data, " with Council of State Governments & BJA, 2024 APPA Training Institute, Indianapolis, July 2024
- Presented "Indiana's Pretrial Data Journey, "2024 APPA Training Institute, Indianapolis, July 2024
- Presented "*Intentional Pre-Trial Supervision*" 2024 NAPSA Conference, New Orleans, LA, September 2024
- Presented "Jail Population Reviews " with APPR, 2024 NAPSA Conference, New Orleans, LA, September 2024

- Presented "Indiana's Pretrial Data Journey, "2024 NAPSA Conference, New Orleans, LA, September 2024
- Presented "Rural Pretrial Fellowship and Innovation Plenary" with APPR, 2024 NAPSA Conference, New Orleans, LA, September 2024
- Presented "Successful Pretrial Strategies in Rural Communities: Small-Town Solutions to Solve Big-Time Problems," BJA, Webinar, August 2024
- "A Coaching Approach to CQI" 2024 IACCAC Fall Training Institute, New Director's Training November 2024
- "Meaning Jail Overview for Local JRACS" 2024 IACCAC Fall Training Institute, November 2024
- "Local JRACS: A Prosecutor's Perspective, IPAC Winter, December 2024



APPR WORKSHOP AT NAPSA 2024

Rural Pretrial Champions: Transforming Pretrial Justice through Innovation

Featuring



Lakisha Fisher
Senior Manager
Center for Effective Public Policy



Hillary Hartoin
Director
Cass County Pre-Court and Pretrial Services

Panelists will include

- Kathi Zaddam, coordinator, Minnehaha County, (SD) Pretrial Services
- Melana Gross, statewide operations supervisor, (KY) Pretrial Services
- Jessalene Dittus, director, Grant County (IN) Pretrial Services
- Jennifer Gibbs, executive director, Criminal Justice Alternatives, Wake County (NC)

Tuesday, September 10
10:00 a.m.

APPR ADVANCING PRETRIAL POLICY & RESEARCH



DATA AS A STORYTELLING MECHANISM: MAKING JUSTICE COUNTS IN PROBATION AND PAROLE

JUNE 30 SUNDAY 2:45 PM - 3:45 PM

Session Description: Funding scarcity, budget cuts, high volumes of caseloads, staffing shortages, and making a living wage are but a few of the hurdles that probation and parole offices are facing. Justice Counts, a national, non-partisan organization, fully funded by the Bureau of Justice Assistance (BJA) and supported by 21+ national partners, including the American Probation and Parole Association, will provide you with the knowledge and tools that you need to collect, assess, and share data in ways that tells the story of your agency.

Presenters:



DR. LAURA VAN DER LUGT
Deputy Program Director of Impact
Justice Counts



LARAMIE RIGGS
Project Manager
Justice Counts



HILLARY HARTOIN
Court & Pretrial Services Director
Cass County Court & Pretrial Services

INTENTIONAL PRETRIAL SUPERVISION RESEARCH STUDY

In 2024, as outlined in the announcement below, Cass County's Intentional Model of Pretrial Supervision garnered the attention of Dr. Evan Lowder and George Mason University. This presented an opportunity to formalize the model for implementation in other jurisdictions and conduct a randomized trial to assess its impact on outcomes. Funded by the Indiana Office of Court Services, the development of the model and intervention took place in 2024, along with site recruitment and training. The overall timeline for this study is 2024-2027, and it remains a significant achievement of the Cass County Pretrial Release Program.

“In Cass County, Director Hartoin developed a new model of pretrial supervision that focuses on structuring pretrial supervision meetings to ensure compliance and facilitate needs assessment and voluntary intervention. Together with her collaborators, Dr. Tri Keah Henry and Dr. Eric Grommon from Indiana University, Dr. Evan Lowder will refine, scale, and evaluate this model of Intentional Pretrial Supervision in Indiana counties. The study team will work with Director Hartoin to conduct a multi-site, randomized controlled trial of this model. Ten counties have agreed to participate.”

What is “Intentional Pretrial Supervision?”

Intentional Pretrial Supervision involves assessing and targeting pretrial defendant needs through a “light touch” and voluntary approach to service referral and engagement in the community. In this study, Intentional Pretrial Supervision will include three key components:

1) Structuring pretrial supervision meetings to better support defendants in meeting their conditions of release;

2) Assessing defendant needs and providing voluntary referral to services to address criminogenic and non-criminogenic needs; and
3) Facilitating personalized goal setting and planning as alternative pathways to improving defendants’ lives



INTENTIONAL PRETRIAL SUPERVISION INFORMATION SHEET Multi-Site Randomized Controlled Trial of a Model of Intentional Pretrial Supervision in Indiana

What is the opportunity?

In Cass County, Director Hartoin piloted a new model of pretrial supervision that went beyond compliance checks and notifications to provide voluntary needs-based assessment and targeted intervention for clients. Dr. Evan Lowder, together with her collaborators Dr. Tri Keah Henry and Dr. Eric Grommon from Indiana University, saw tremendous promise in this model for improving court appearance and public safety outcomes among supervised clients. They met with Director Hartoin and several Indiana pretrial services agencies to discuss a multi-site expansion, implementation, and evaluation of this model. With help from these agencies, the research team will conduct a multi-site, randomized controlled trial of a new model of “Intentional Pretrial Supervision” in Indiana. The Indiana Office of Court Services (IOCS) has agreed to fund this study in its entirety.

What is “Intentional Pretrial Supervision?”

Intentional Pretrial Supervision involves assessing and targeting pretrial defendant needs through a “light touch” and voluntary approach to service referral and engagement in the community. In this study, Intentional Pretrial Supervision will include three key components:

- 1) Structuring pretrial supervision meetings to better support defendants in meeting their conditions of release;
- 2) Assessing defendant needs and providing voluntary referral to services to address criminogenic and non-criminogenic needs; and
- 3) Facilitating personalized goal setting and planning as alternative pathways to improving defendants’ lives.

What will be required of my agency?

Participating agencies will be asked to:

- Identify officers to participate in study (minimum 2 per site)
- Allow officers to be assigned to either deliver intervention or continue practice as usual and participate in intentional pretrial supervision training
- Randomly assign eligible defendants to treatment and control supervision caseloads over a 6- to 12-month period
- Receive technical assistance from practitioner and research partners to maximize use of Supervised Release System (SRS) platform for data collection

What is the timeline of the study?

Client recruitment will take place between January 1st, 2025 through December 31st, 2025. We will report on outcomes at 6-month follow-up (June 30th, 2026), 12-month follow-up (December 31st, 2026), and 2-year follow-up (December 31st, 2026).

Who can I reach out to with questions or concerns?

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SECTION 8:

PRE VS. POST PRETRIAL SERVICES: THE IMPACT ON THE CASS COUNTY JUSTICE SYSTEM LANDSCAPE

The Cass County Pretrial Release Program, established in 2018, has had a profound impact on the local justice system over the past six years. Prior to the program's implementation, Cass County lacked alternatives to pretrial detention, resulting in significant jail overcrowding - with the facility operating 46% over capacity. This spurred interest in developing pretrial services, which has since yielded impressive results. The overall jail population has decreased by 50%, and the percent of pretrial detainees has dropped by 86%. The implementation of text message court hearing reminders by Pretrial Services has led to a 34% decrease in failure to

appear warrants. In 2022, Pretrial Services expanded its focus to include probation violators, a growing segment of the jail population. Now, 83% of probationers released via the program's intervention unit successfully complete supervision when connected to therapeutic services. To ensure these positive trends are not simply due to changes in arrest rates or criminal filings, data was analyzed and found to only reflect a 2.5% variance from 2018 to 2025. The Cass County Pretrial Release Program has undeniably transformed the local criminal justice landscape through its innovative and effective client-centric approach.

2018

234 Average
Daily Jail Population

50% Decrease

Jail 46%
Overcapacity

58% Decrease

70% of Jail
Pre-Adjudication

86% Decrease

65% of Detainees
Low Risk

84% Decrease

276 FTA Warrants
Admitted in Jail

34% Decrease

180 Probation Violators
Admitted in Jail

57% Decrease

550
CCSD Arrests

Sustained Level of Arrests Rates

1161
Criminal Filings

Sustained Level of Criminal Filings

2024

119 Average
Daily Jail Population

Jail 39%
Under Capacity

10% of Jail
Pre-Adjudication

59% of Detainees
High Risk

181 FTA Warrants
Admitted in Jail

75 Probation Violators
Admitted in Jail

565
CCSD Arrests

1124
Criminal Filings

SECTION 9:

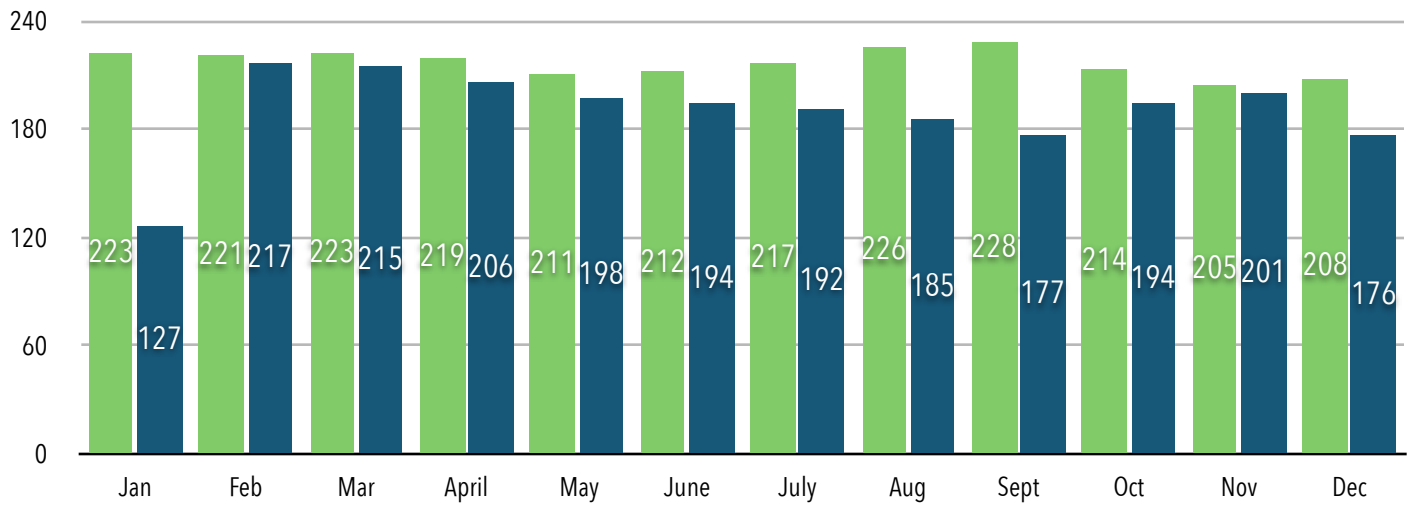
2024 JAIL ANALYSIS SUMMARY

As part the of the sequential review process and to assist stakeholders in evidence-based decision making in both pretrial and post-conviction settings, Court and Pretrial Services produces monthly reports, taken as a "snapshot," analyzing the jail population and providing current information to stakeholders on the offenders' risk level, bond, pretrial status, incarceration status, offense type, holds, etc. The Cass County Jail is a 384 bed facility and any population over 307 inmates is considered over capacity. It is also highlighted that the county began housing inmates from other facilities to generate revenue in 2023. As will be illustrated, without the pretrial release program, the jail with expansion would have averaged operating at 107% capacity, preventing the county from housing inmates from outside facilities and generating subsequent revenue. Below is a compilation of 2024 Jail Review Snapshot Data. To highlight, the average jail population in 2024, was 186 inmates, a 14% decrease.

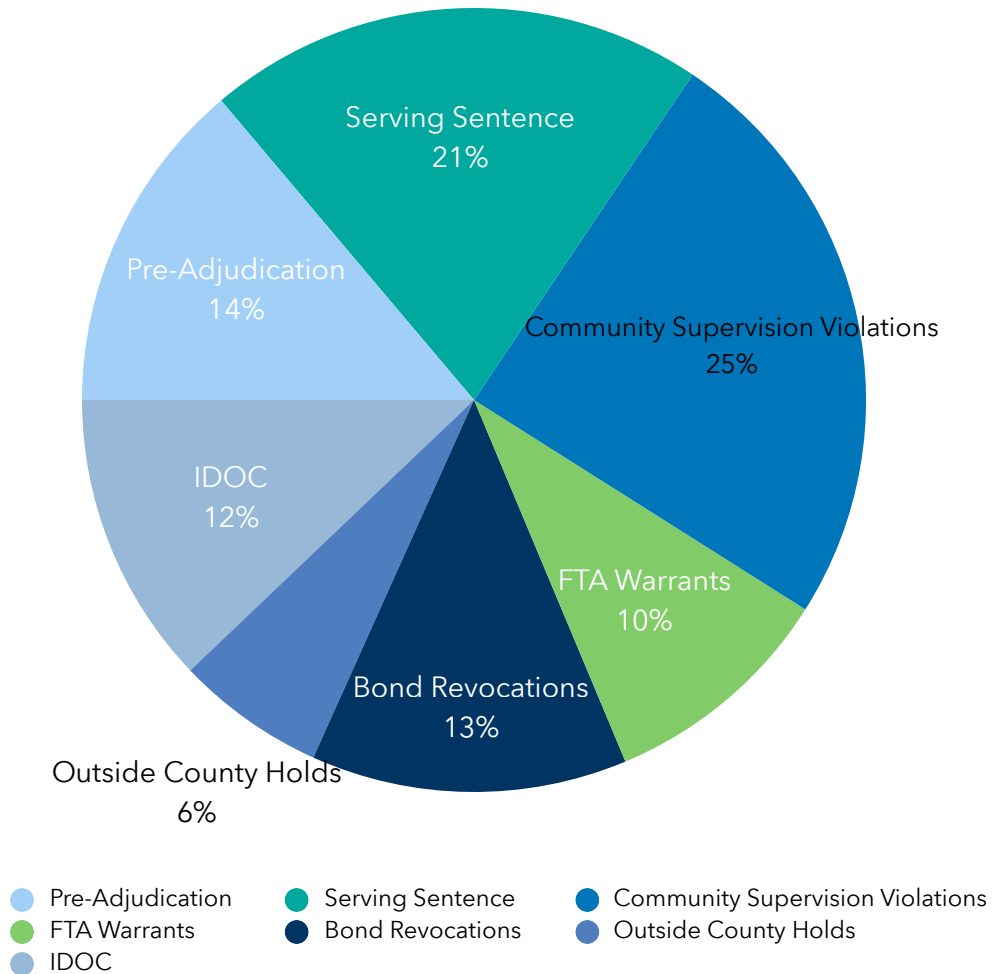
2024 CASS COUNTY JAIL POPULATION STATISTICAL SUMMARY

Month	Total Population	Cass County Population	Housed for IDOC	Outside Counties	Pre-Adjudication	Serving Sentence	Probation Violation	Bond Revocation	Failure to Appear
January	207	153	27	30	25	50	37	32	11
February	212	146	33	33	22	57	36	30	13
March	205	141	32	50	21	52	35	20	12
April	196	146	25	45	21	41	34	20	17
May	183	153	15	37	23	28	35	21	21
June	176	148	14	33	19	32	27	24	26
July	178	152	13	42	24	31	19	21	22
August	186	150	18	43	28	32	24	26	19
September	166	124	21	28	28	29	21	4	18
October	181	131	25	40	27	25	24	23	18
November	184	144	20	43	29	33	24	30	14
December	162	136	13	36	25	24	23	24	14
2022 Average	217.42	-	-	-	35.5	58.83	47.33	29.13	30.5
2021 Average	214.17	-	-	-	31.75	57.83	56.16	33.83	25.91
2023 Average	208.08	181.67	14.67	11.83	37.75	50.16	36.41	32.75	18.58
2024 Average	186..33	143.67	21.33	38.33	24.33	36.1.6	28.25	22.91	17.07

2023-2024 MONTHLY AVERAG JAIL POPULATION

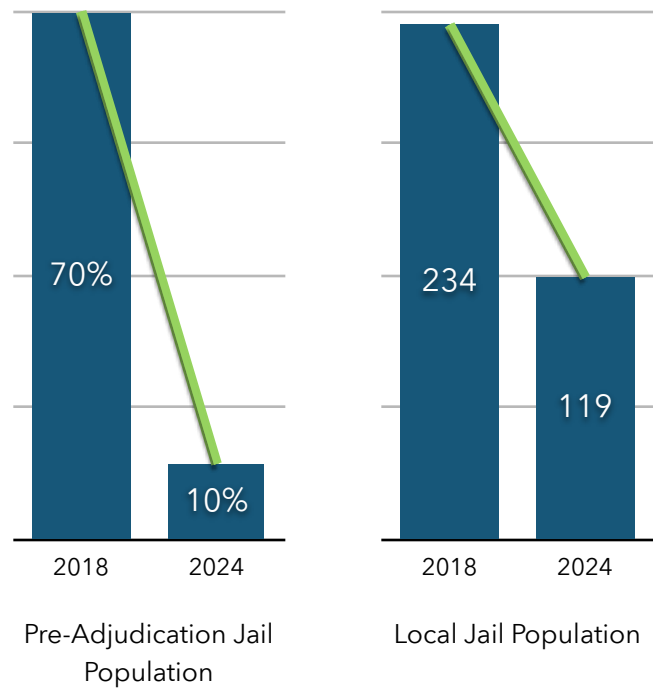


AVERAGE JAIL POPULATION SECTOR ANALYSIS



PRE-ADJUDICATION POPULATION REDUCTION

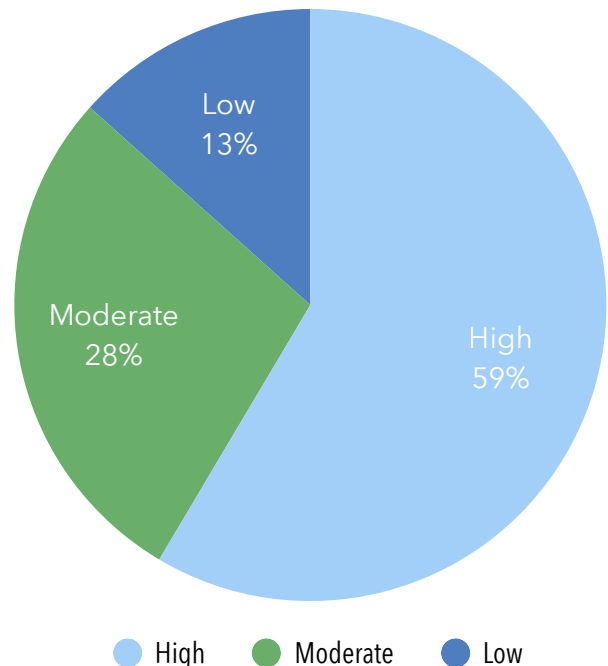
Before the implementation of the pretrial release program in 2018, the average jail population was 234, with the facility operating 46% overcapacity. At that time, 70% of detainees, 166, were being held pre-adjudication. 2024 data now reveals that average local jail population has decreased by 50% to 119 detainees, and we have seen an 86% reduction in the pre-adjudication population. Without the pretrial services program, the jail would have been operating at 107% capacity in 2024, despite expansion. Additionally, the agency has lowered the incarcerated low-risk population by 55%, demonstrating that jail resources are now reserved for those who pose a true high risk to community safety.



JAIL RISK ANALYSIS

As seen in the risk analysis below, the jail inmate population now primarily consists of those who have been identified as high risk and a danger to the community. Pretrial Services continues to strive to reserve jail resources for those who truly are a risk to public safety, while safely expediting the release of those who are low risk. In 2024, the agency lowered the low risk population in the jail by 11.2% and the moderate risk population by 5.6%. The high risk population has also decreased by 8.1%.

Month	High	Moderate	Low
CY22 Average	93.9	51	23.9
CY21 Average	73.7	60.5	26.1
CY23 Average	98.5	46.1	23.3
CY24 Average	90.6	43.5	20.7
Percent Change	8.1%	5.6%	11.2%



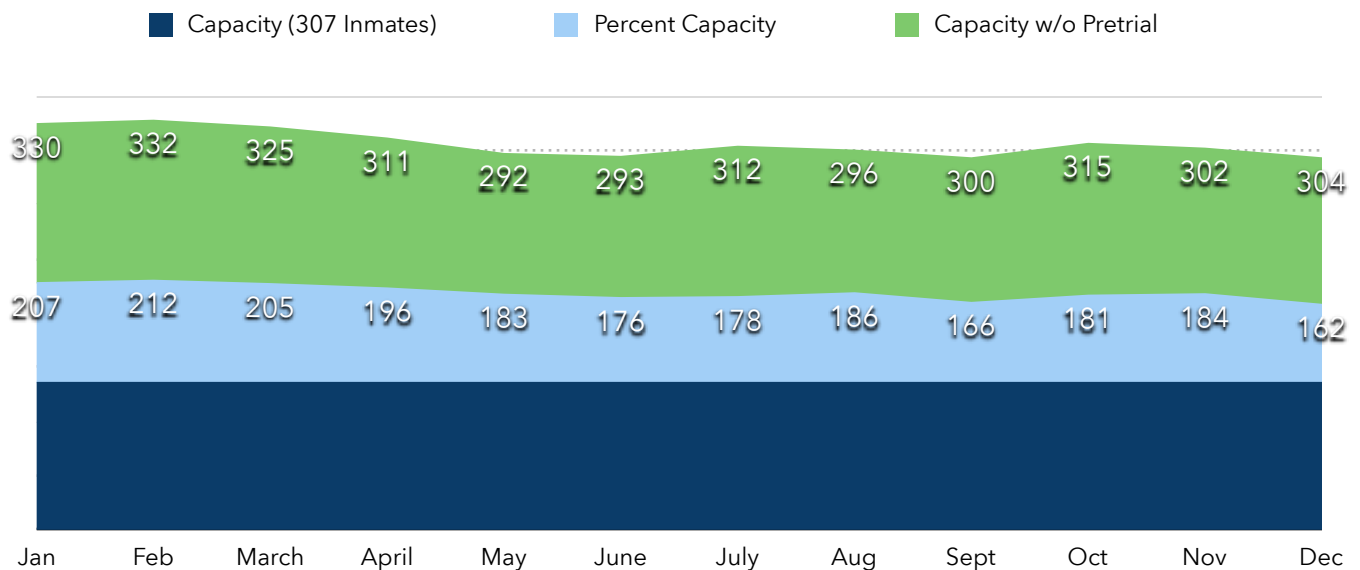
*Data represents includes the results of the IRAS-PAT, IRAS-CST, IRAS-CSST, & IRAS-SRT from all state agencies.

JAIL CAPACITY ANALYSIS

Month	Actual Percent Capacity	Percent Capacity w/o Pretrial
January	67%	107%
February	69%	100%
March	69%	100%
April	64%	100%
May	59%	95%
June	57%	95%
July	58%	95%
August	61%	100%
September	54%	96%
October	59%	98%
November	60%	100%
December	53%	98%
Average	61%	99%

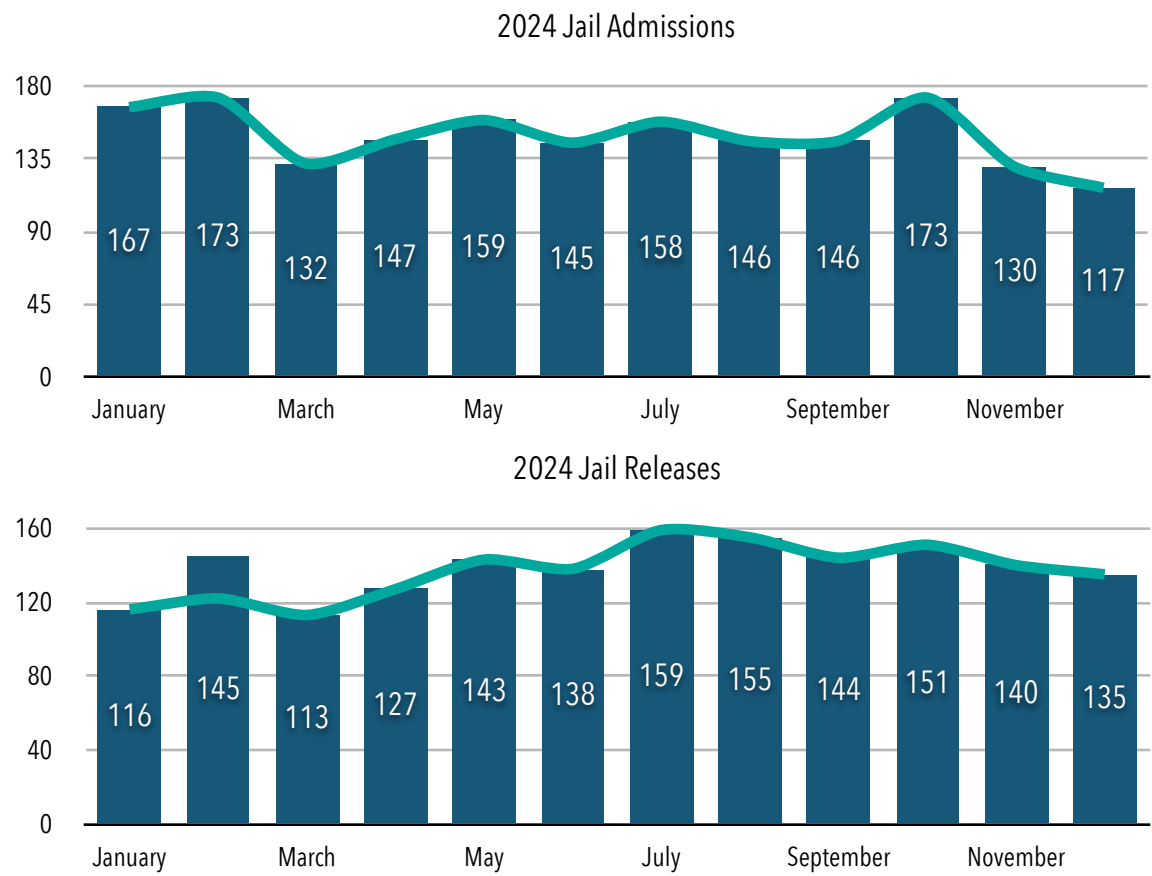
*Data represents percentage of total jail population. The CCJ is overcapacity once the population exceeds 307 inmates.

The Jail Capacity Analysis below represents the percentage of the total jail population in correlation with the pretrial release population. Per housing standards, the CCJ is over capacity if the population exceeds 307 inmates. The above data illustrates that without Pretrial Services the CCJ would have averaged operating at 99% capacity in 2024 despite the expansion.



JAIL ADMISSIONS & RELEASES

To gain a comprehensive understanding of jail data, simply examining average population figures, which only reflect the jail's population at a specific point in time, is insufficient. One must also analyze intake and release data to understand the full volume of people flowing through the facility. The review revealed that while the 2024 average jail population was significantly lower than previous years, intake and admission rates remained constant.



TOP JAIL ADMISSIONS BY CHARGE

Charge	Number	Percent
Operator Never Licensed	186	18%
Possession of Marijuana	184	18%
Possession Of Paraphernalia	175	17%
Operating While Intoxicated	138	14%
Possession of Methamphetamine	115	0%
Public Intoxication	104	10%
Domestic Battery	72	7%
Resisting Law Enforcement	60	6%
Driving While Suspended Prior	58	6%
Disorderly Conduct	43	4%

2024 INCOME GENERATED

In 2023, the Cass County Jail began housing inmates from surrounding local jails at a per diem of \$40 per day. This was in response to a decreased jail population, as illustrated in the previous Capacity Analysis and attributed to the sustained impact of the pretrial release program on the local jail population.

In 2024, the Cass County Jail housed 548 inmates from the Wabash, Carroll, and Howard County jails for a total of 13,114 days, generating \$524,160.00 in revenue that reverted back to the County General Fund, helping offset expenses incurred.

Additionally, an average of 32% of the local jail population was eligible for billable revenue that year. This analysis does not include IDOC reimbursement, which provides further streams of revenue.

However, it demonstrates that by reserving jail resources for those who truly pose a risk to public safety, the Cass County Court & Pretrial Services not only diverts a significant amount in incarceration expenses each year, but also helps facilitate a new revenue source for the county, that otherwise would not be viable.

Month	Number of Inmates Held	Days Held	Percent Eligible for Billable Revenue	Revenue Generated
January	34	1,125	33%	\$45,000.00
February	46	847	40%	\$33,880.00
March	46	1,400	36%	\$56,000.00
April	53	1,122	28%	\$44,480.00
May	29	828	26%	\$33,120.00
June	35	829	31%	\$33,160.00
July	62	1,284	33%	\$51,360.00
August	48	1,258	30%	\$50,320.00
September	40	854	34%	\$34,160.00
October	60	1,240	34%	\$49,600.00
November	51	1,273	30%	\$50,920.00
December	44	1,054	26%	\$42,160.00
Total Revenue Generated	548	13,114	-	\$524,160.00

JAIL PROGRAMMING

The Cass County Sheriff's Department remains dedicated to expanding therapeutic programming options in the Cass County Jail. In 2021, the department launched the Jail Therapy Program in collaboration with 4C Health and Court Services. This program targets inmates with substance use disorders and includes evidence-based curriculums like WRAP (Wellness Recovery Action Plan) and MORE (My Ongoing Recovery). Led by Peer Recovery Specialists, these programs offer group sessions to assist with inmates' transitions back into the community. In 2024, 52 inmates completed these programs.

Additionally, in 2023, Court Services deployed the ACCI Corrections eCourse Program in the jail, using funding from the Local Opioid Settlement to provide tablet for inmates. This online programming primarily targets those serving sanctions for Community Corrections or Pretrial Release violations, as well as those awaiting Work Release. However, any inmate can participate. In 2024, 47 inmates enrolled in the eCourses, with a Completion Rate of 82%. Inmates can choose from any of the eCourses

available in the ACCI catalog, including, but not limited to:

- *Substance Use*
- *Cognitive Awareness*
- *Reentry Skills*
- *Anger Management*
- *Domestic Violence*
- *Personal Responsibility*
- *Driving Responsibility & DUI*

It's worth noting that all inmate participation in these voluntary programs illustrates the intrinsic motivation of a significant sector of the jail population to take positive steps towards improving their lives, as participating is not used as a means of mitigation in their pending criminal cases. Overall, the Cass County Jail currently has a 39% Program Participation Rate, demonstrating the Sheriff's commitment to expanding therapeutic options.

Below is an outline of the in-person groups now offered in the Cass County Jail.

Cass County Jail Programming Schedule			
Monday	Tuesday	Wednesday	Friday
<p>Men's SMART Class 3:30 pm - 4:45 pm Facilitator: Pastor Mike Osborn</p>	<p>Women's SMART Class 3:15 pm - 4:15 pm Facilitator: Veronica Osborn</p>	<p>Men's SMART Class 3:30 pm - 4:45 pm Facilitator: Pastor Mike Osborn ----- Men's WRAP 1:15 pm - 2:15 pm Men's MORE 2:15 pm - 3:15 pm Facilitator: Eric Regan ----- Faith-Based Recovery 6:00 pm - 8:00 pm Facilitator: Bill Martin</p>	<p>Men's SMART Class 1:45 pm - 2:45 pm Facilitator: Pastor Mike Osborn ----- Women's WRAP 3:15 pm - 4:15 pm Facilitator: Gretchen Edge</p>
<p>*It is noted that the ACCI eLearning Platform is accessible 7 days a week, with varying times throughout the day. Clients utilize the video conference rooms for the quiet and privacy needed to work on their courses.</p>			

SECTION 10:

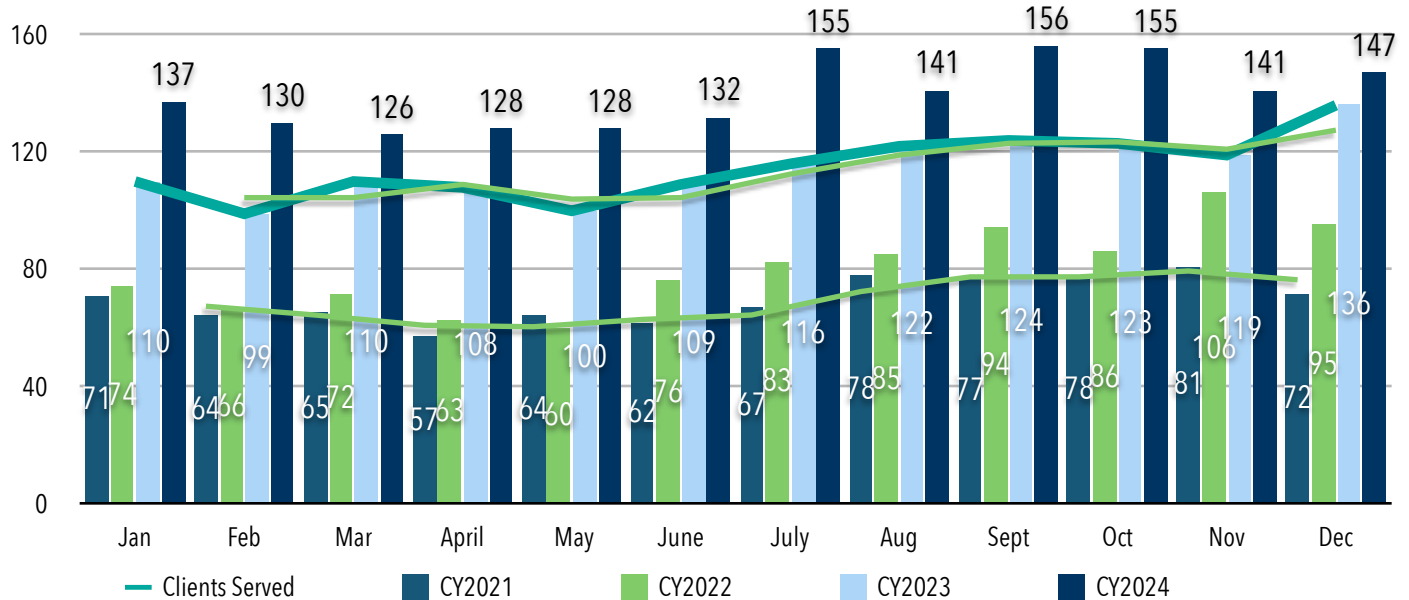
POPULATION & DEMOGRAPHIC STATISTICS

In 2024, Cass County Pretrial Services saw a 21% increase in clients served, serving 363 clients - a 59% increase from 2022. The agency also reached a milestone, enrolling its 1,300th client in 2024. The Pretrial Release Program is now 33% larger than the Cass/Pulaski Home Detention Program, and there is only a 5% variance between the total community corrections population and the pretrial release program, further underscoring the impact of the program. This sustained growth was accompanied by a 5% rise in Recommendations & IRAS-PATs completed and a 31% increase in new intakes, indicating expanded and increasing utilization by the Courts. Expansion and diversification of the target population enabled the agency to report statistics on new program entry pathways, including pending probation violations, alternate responses to failure to appear and bond revocations, and those supervised as a special bond condition.

TOTAL NUMBER OF CLIENTS ON SUPERVISION SIX & HALF YEAR TREND

	FY19	FY19EXT (6 mth period)	CY2020	CY2021	CY22	CY23	CY24	Percent Change
Total Individual Participants Served*	42	50	136	188	228	299	363	21.40%
Adult High-Level Felonies	7	9	20	30	30	26	22	(15.38%)
Adult Level 6 Felonies	16	21	60	69	77	121	210	73.55%
Adult Misdemeanors	20	23	79	96	121	147	126	(14.29%)
Electronic Monitoring	3	4	8	34	29	10	0	(100%)
Juveniles	2	3	3	1	0	1	0	(100%)
Miscellaneous Causes	-	-	-	7	1	5	5	0.00%
Probation Violations	-	-	-	4	3	16	86	437.50%
Mental Health Adjudications	-	-	-	2	2	1	0	(100%)
Transfers	-	-	-	12	9	0	0	0.00%
Special Conditions of Bond	-	-	-	19	18	29	36	24.14%
New Clients	42	32	128	125	165	209	273	30.62%
Retained/Active at End of Year	19	25	64	63	90	115	139	20.87%

MONTHLY CLIENTS SERVED 3 YR 12 MONTH TREND ANALYSIS



CASE TYPE ANALYSIS LEVEL 6.5 YEAR TREND

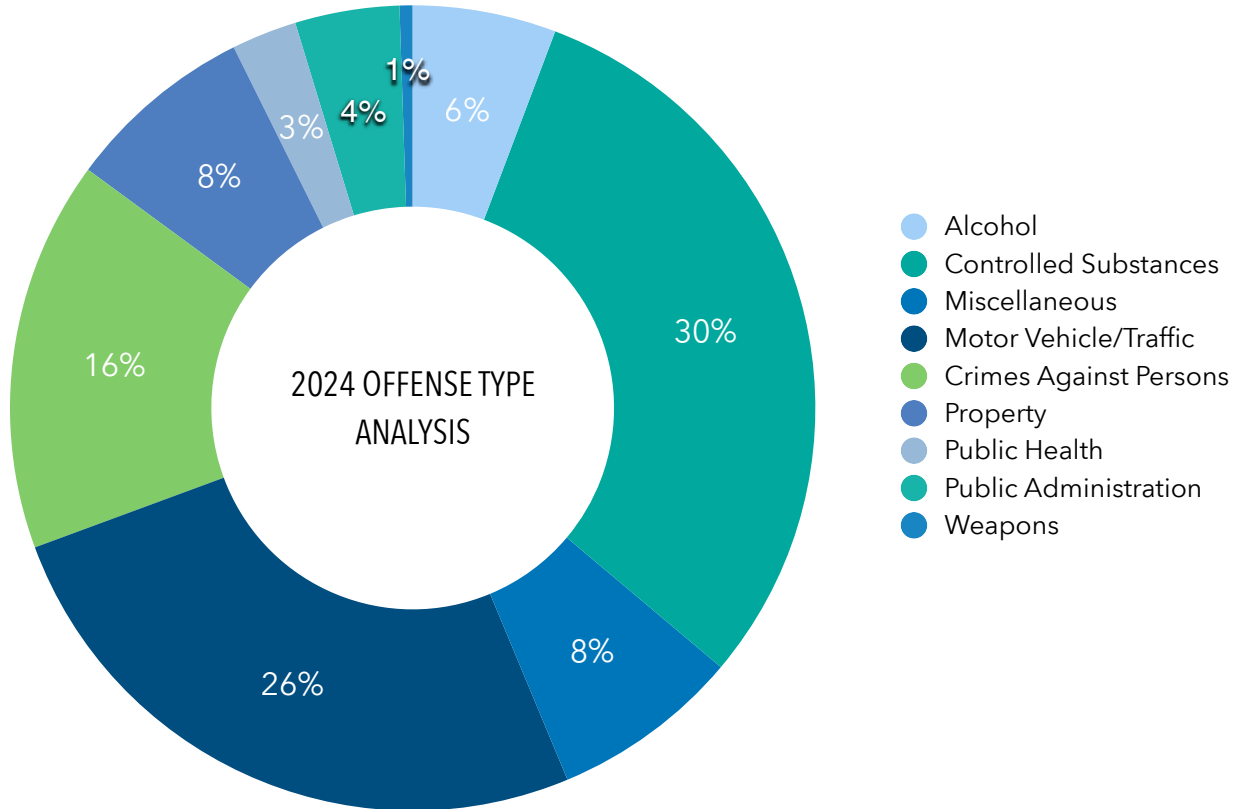
	FY19	FY19EXT	CY20	CY21	CY22	CY23	CY24	Percent Change	Percentage
Total Level 1 Felonies	0	0	0	0	0	1	0	(100%)	0.00%
Total Level 2 Felonies	1	0	1	6	6	5	1	(80%)	0.26%
Total Level 3 Felonies	3	3	3	4	3	2	2	0.00%	0.52%
Total Level 4 Felonies	1	3	3	1	3	2	2	0.00%	0.52%
Total Level 5 Felonies	2	3	13	18	15	18	20	11.11%	5.24%
Total Level 6 Felonies	16	21	60	69	80	123	210	70.73%	54.97%
Total Misdemeanors	20	23	79	96	132	152	142	(6.58%)	37.17%
Total Other	0	0	0	7	1	5	5	0.00%	1.31%
Total Individual Cases	43	53	159	202	242	308	382	24.03%	100.00%

*Due to clients being supervised with concurrent cases, total number served exceeds client population.

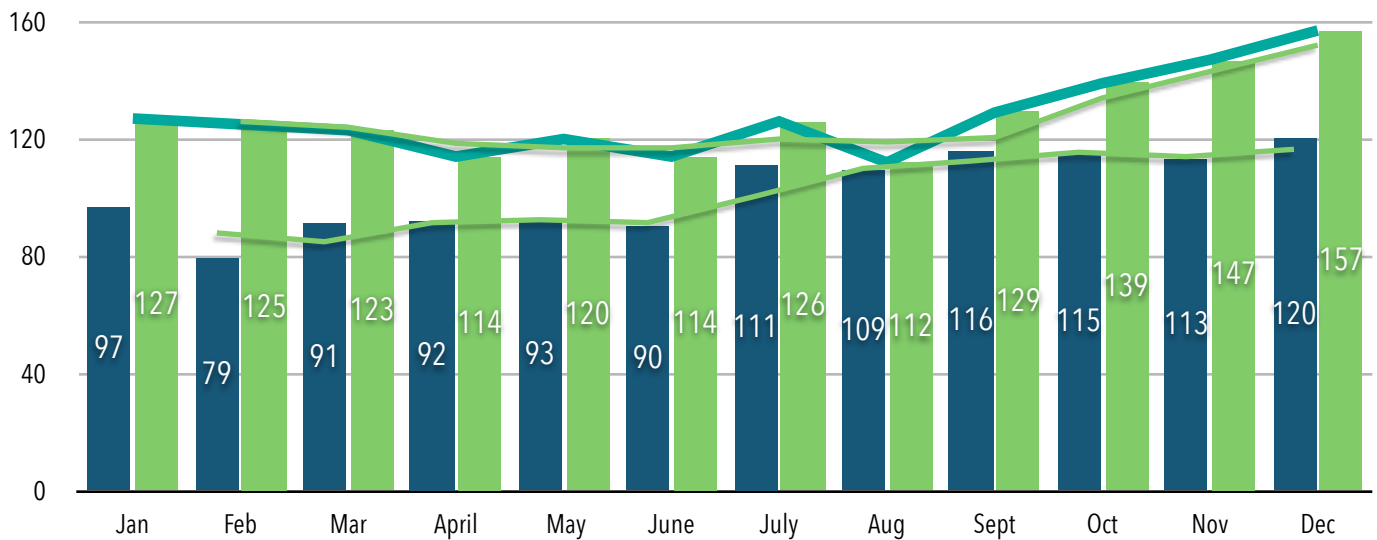
OFFENSE TYPE ANALYSIS

Offense Type	CY23 Charged Offenses	CY24 Charged Offenses	Percent Change	Percentage
Alcohol	16	22	37.5%	5.8%
Controlled Substances	72	116	61.1%	30.4%
Miscellaneous	19	29	52.6%	7.6%
Motor Vehicle/Traffic	83	98	18.1%	25.7%
Crimes Against Persons	37	60	62.2%	15.7%
Property	34	29	(14.7%)	7.6%
Public Health	27	10	(63.0%)	2.6%
Public Administration	18	16	(11.1%)	4.2%
Weapons	0	2	0.0%	0.5%

*Due to clients having multiples sentences and/or cases, i.e. supervision terms, total number served exceeds client population.



2023-2024 AVERAGE DAILY POPULATION



The average daily population is a key metric that reflects the workload of our supervision staff, measuring the average number of clients supervised per day each month. This year, the average daily population was 128 clients, a 26% increase from 2023-2024. In comparison, the average daily population of the Cass/Pulaski Community Corrections Home Detention program was only 110, 15% lower than Pretrial Services. Additionally, Pretrial Services has only 2 case managers compared to the 6 employed by Community Corrections, which does not provide integrated support and therapeutic services for those outside the work release program.

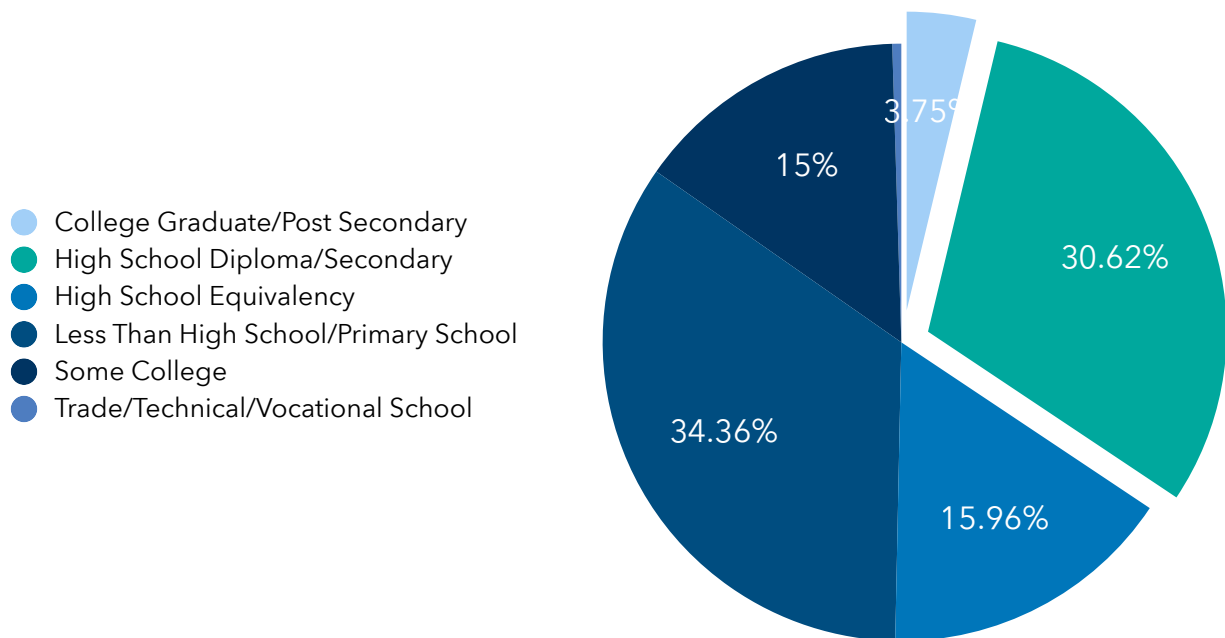
SEX BY RACE FOR AGENCY

	White	Asian	Black	Unknown	Hispanic	Mixed Race	Total	Percent of Demographic by Gender
Females	104	0	1	2	7	4	118	36.31%
Males	146	1	22	4	33	1	207	63.69%
Total	256	1	23	6	40	5	325	100.00%

AGE BY GENDER FOR AGENCY

	Under 21	21-30	31-40	41-50	51-60	61-70	Over 70
Females	10	25	35	27	11	8	2
Males	15	55	58	39	27	8	5
Total	25	80	93	66	38	16	7
Percentage	7.69%	24.62%	28.62%	20.31%	11.69%	4.92%	2.15%

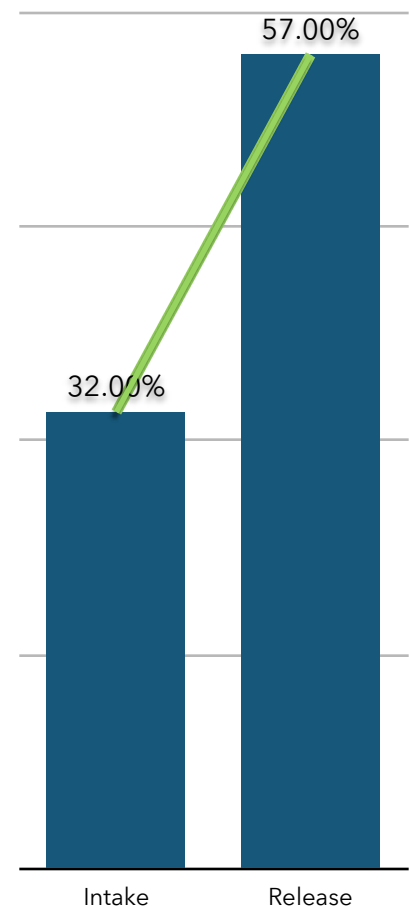
EDUCATION ANALYSIS



EMPLOYMENT ANALYSIS

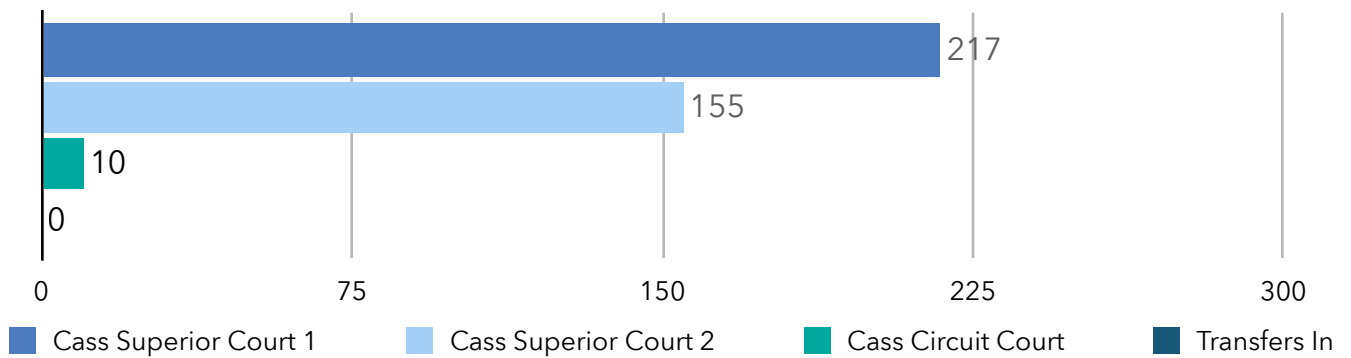
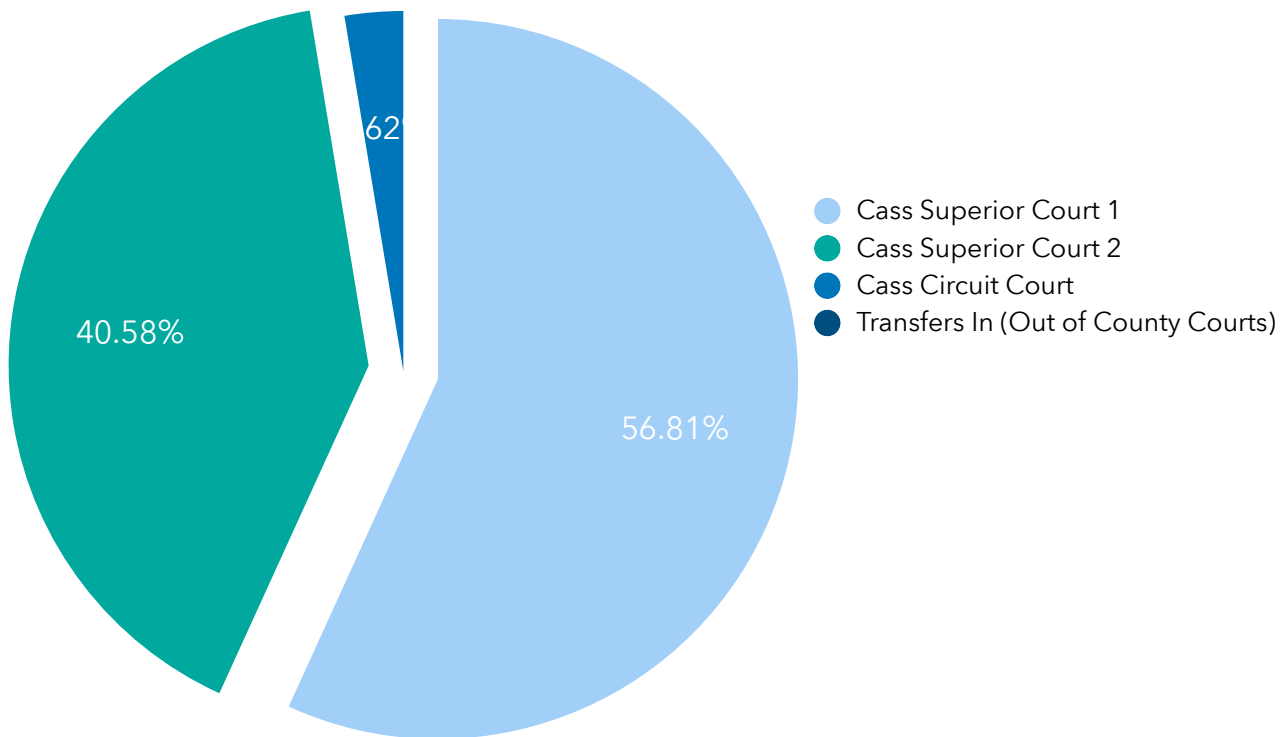
Data shows a 78% increase in employment at the time of program completion compared to intake, as illustrated in the chart right, illustrating the impact of our supportive service model. While employment at the time of release indicates stability, the agency does not make it a condition of release, in line with best practices. Instead, the agency refers clients who are not employed to WorkOne and Staffing Resources to assist them in obtaining employment, in addition to offering an online employment preparation course and resume writing assistance.

Employment Type	2023 Percentage	2024 Percentage
Employed at Intake	50%	32.5%
Employed at Completion	61%	57.1%
Full-Time	53%	49.7%
Part-Time	5%	11.7%
Disabled	8%	4.8%
Medical Restriction	0.5%	0.0%
Retired	3%	3.4%
Student	0.2%	0.5%
Unemployed	30.3%	29.8%



CASES BY COURT POPULATION SERVED

Referral Source	2022 Cases	2023 Cases	2024 Cases	Percent Change	Percent
Cass Superior Court 1	82	134	217	61.9%	56.8%
Cass Superior Court 2	148	184	155	(15.8%)	40.6%
Cass Circuit Court	15	17	10	(41.2%)	2.6%
Transfers In	9	0	0	0.0%	0.0%



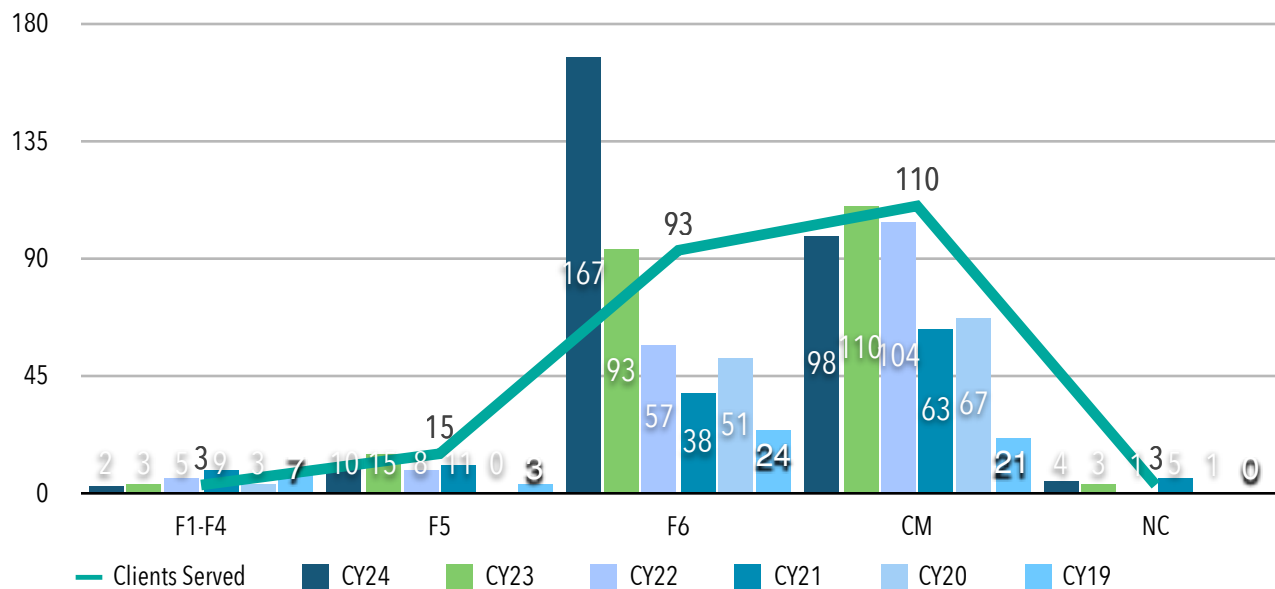
INTAKE & UTILIZATION ANALYSIS

To adequately measure utilization of the program and identify trends in the client population, one must look not only at the population served, but also the rate at which the agency receives new clients due to clients serving terms that span multiple grant cycles and to capture data on utilization trends. As illustrated below we have seen an increase in utilization across most offense levels, most notably in Level 5 and Level 6 Felonies, with a 233% and 596% increase respectively. The following pages also highlight intakes by risk level.

INTAKE BY OFFENSE LEVEL 5 YEAR TREND

	CY19	CY20	CY21	CY22	CY23	CY24	CY23-CY24 Percent Change	6 Year Percent Change
F1	0	0	0	0	1	0	(100%)	0.0%
F2	1	1	4	3	1	0	(100%)	(100%)
F3	3	2	4	0	0	1	100%	(66.7%)
F4	3	0	1	2	1	1	0.0%	(66.7%)
F5	3	10	11	8	15	10	(33.3%)	233.3%
F6	24	51	38	57	93	167	79.6%	595.8%
FC	0	0	1	0	0	0	0.0%	0.0%
MA	21	35	37	59	55	43	(21.8%)	104.8%
MB	10	28	16	31	38	32	(15.8%)	220.0%
MC	1	4	10	14	17	23	35.3%	2200.0%
NC	0	1	5	1	3	4	33.3%	100%

INTAKE TREND ANALYSIS OFFENSE TYPE



COURT UTILIZATION 6 YEAR TREND

	CY19	CY20	CY21	CY22	CY23	CY24	CY23-CY-24 Percent Change	6 Year Percent Change
Cass Superior Court 1	27	53	35	50	95	171	80.0%	533.3%
Cass Superior Court 2	32	71	71	117	118	105	(11.0%)	228.1%
Cass Circuit Court	7	8	9	6	11	4	(63.6%)	(42.9%)
Out of County Transfers	0	0	12	2	1	0	(100%)	0.0%
Average	16.5	33	31.75	43.75	56.25	70	24.4%	324.2%

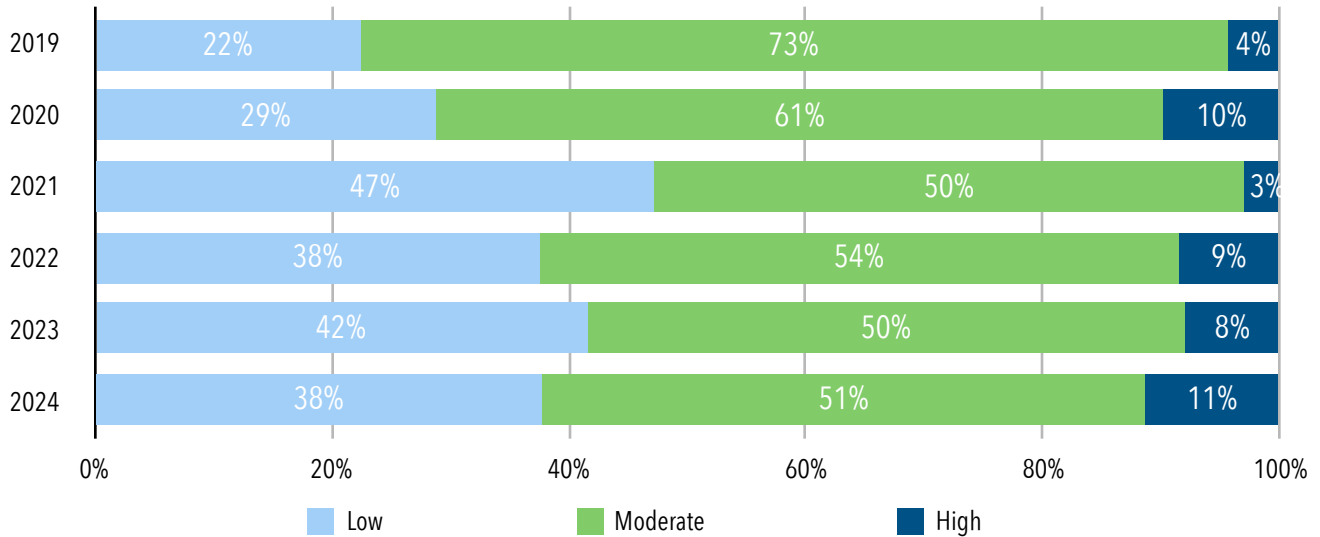
This metric reflects the number of new cases received over a given time period, not the total population served to illustrate utilization.

INTAKE REFERRAL SOURCE ANALYSIS 5 YR TREND

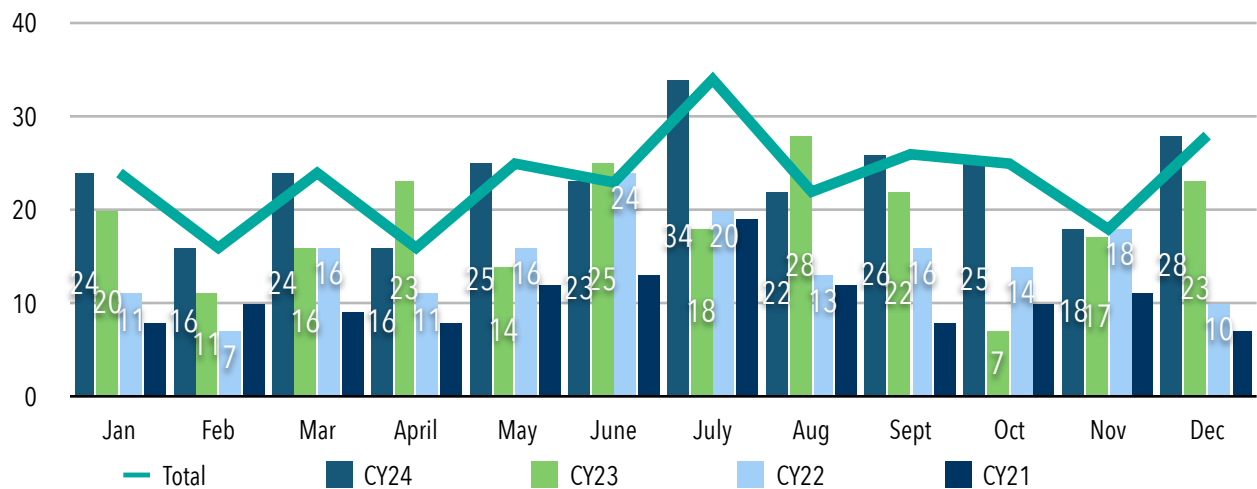
	CY20	CY21	CY22	CY23	CY24	CY20-CY24 Percent Change	5 Year Percent Change
Traditional Pretrial Supervision	126	112	163	196	268	36.7%	112.7%
Alternate Response to Failure to Appear	0	0	0	23	24	4.3%	100.0%
Pre- adjudication Probation Violators	2	4	3	18	63	250.0%	3050.0%
Special Conditions of Bond	6	15	12	27	11	(59.3%)	83.3%

This metric reflects the number of new cases received over a given time period, not the total population served to illustrate utilization.

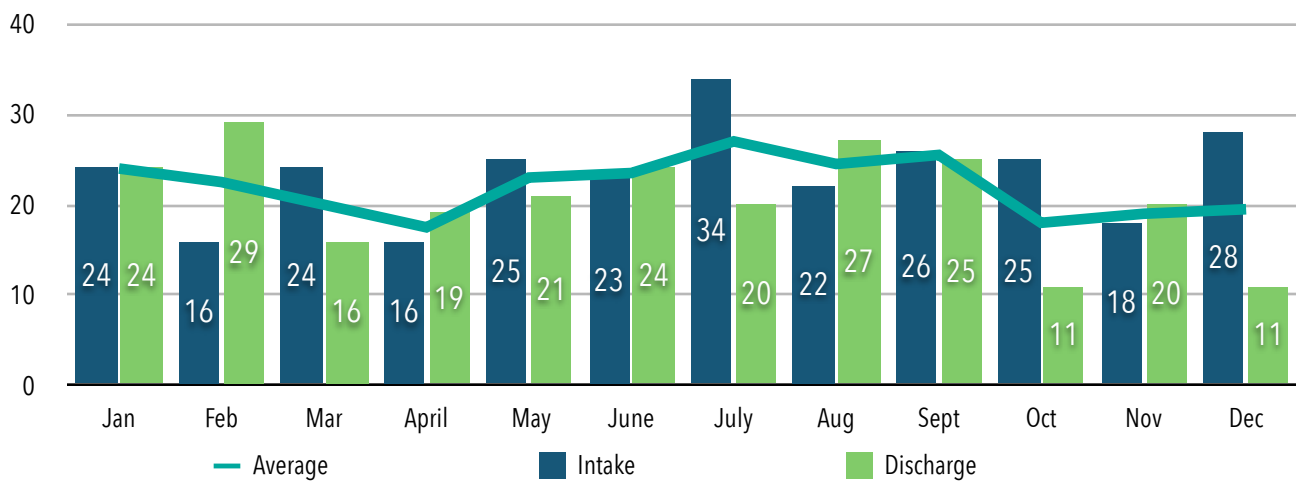
INTAKE BY RISK LEVEL ANALYSIS



2021-2024 INTAKE TREND ANALYSIS



2023 DISCHARGE VS INTAKE ANALYSIS



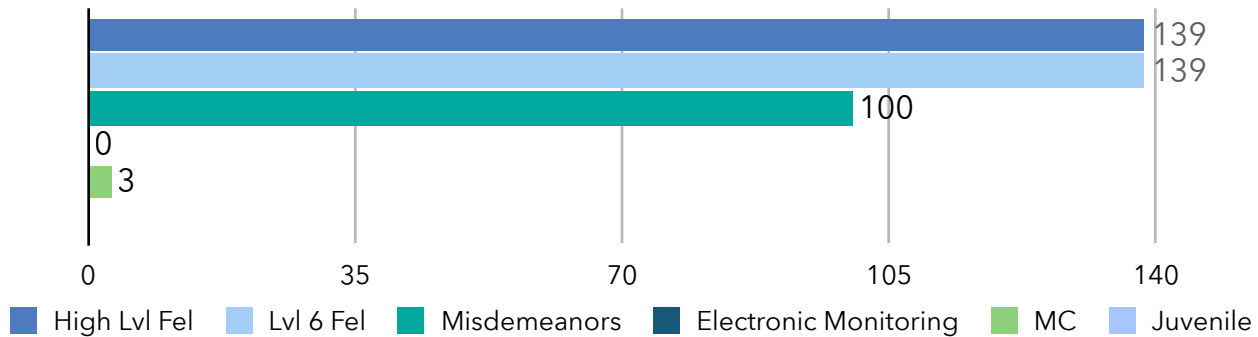
2024 TOTAL NUMBER OF DAYS SUPERVISED

	Days	Months	Years
Total Individual Participants Served*	363	-	-
Total Days Served*	43,028	1,434.27	117.88
Adult High-Level Felonies	3,047	101.57	8.35
Adult Level 6 Felonies	27,156	905.2	74.4
Adult Misdemeanors	12,813	427.1	35.1
Electronic Monitoring	0	0	0
Other Case Types (Miscellaneous Causes)	12	0.4	0.03
Juveniles	0	0	0

2024 AVERAGE LENGTH OF SUPERVISION

	Days	Months
Total Individual Participants Served*	299	-
Average Length of Stay - All Offense Levels*	118.53	3.95
Adult High-Level Felonies	138.5	4.61
Adult Level 6 Felonies	129.93	4.33
Adult Misdemeanors	100.10	3.33
Electronic Monitoring	0	0
Other Case Types (Miscellaneous Causes)	3	0
Juveniles	0	0

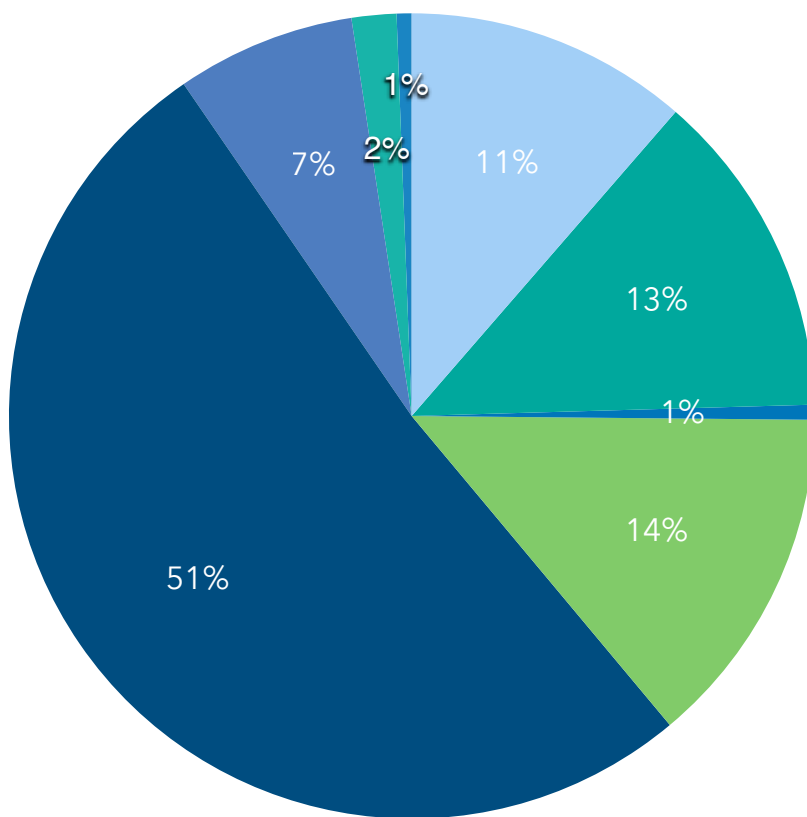
*This measurement is also known as the average length of stay and measures the average time period a client is under the supervision of Pretrial Services.



SENTENCING OUTCOMES

Analyzing sentencing outcomes for those on pretrial supervision serves two important purposes. First, it allows us to use data to monitor local sentencing disparities caused by pretrial incarceration, such as defendants entering guilty pleas solely to exit jail. Second, as an agency, this analysis has helped us identify a continued trend of diverting post-conviction sentences away from incarceration in the local county jail or state Department of Corrections.

In 2024, 6.34% of those who successfully completed pretrial release had their cases dismissed, 6.06% entered into a pretrial diversion agreement, 23.69% were sentenced to probation, 3.31% received a community corrections sentence, 0.283% received an executed sentence, and 5.23% were sentenced to fines and/or time served. Of those given an executed sentence, one was sent to the Indiana Department of Corrections, while four were sentenced to the Cass County Jail. Additionally, 0.83% of cases resulted in no charges being filed.



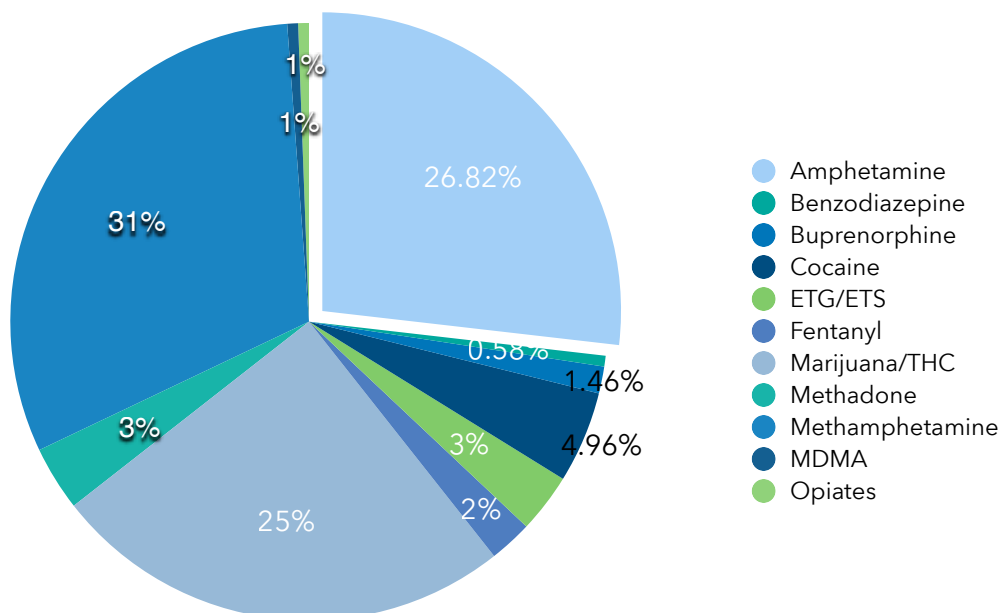
- Time Served
- Pretrial Diversion
- Acquitted
- Dismissed
- Probation
- Community Corrections
- Executed Time
- No Charges Filed
- Other Closure

Outcome Type	Total
Acquitted	1
Dismissed	23
Pretrial Diversion	22
Probation	86
Community Corrections	12
Executed Time-DOC	1
Executed Time-Cass County Jail	0
Fine/Time Served	19
No Charges Filed	3
Veteran's Court	1
Other Closure	1

POSITIVE DRUG SCREEN ANALYSIS

Illegal Drug	2023 Percent Positive	2024 Percent Positive	Percent Change
Amphetamine	24.15%	26.4%	9.3%
Barbiturates	0.0%	0.6%	100%
Benzodiazepine	0.97%	0.9%	(7.2%)
Buprenorphine	1.45%	1.4%	(3.4%)
Cocaine	1.93%	4.9%	153.9%
Codeine	0.0%	0.3%	100%
ETG/ETS	2.00%	3.2%	60.0%
Fentanyl	2.00%	2.3%	15.0%
Marijuana/TCH	18.00%	24.7%	37.2%
Methadone	11.00%	3.4%	(69.1%)
Methamphetamine	36.00%	30.5%	(15.3%)
MDMA	0.5%	0.6%	20.0%
Morphine	0.0%	0.3%	100%
Opiates	2.00%	0.6%	(70%)

**Percentages include baseline drug screen reports.*

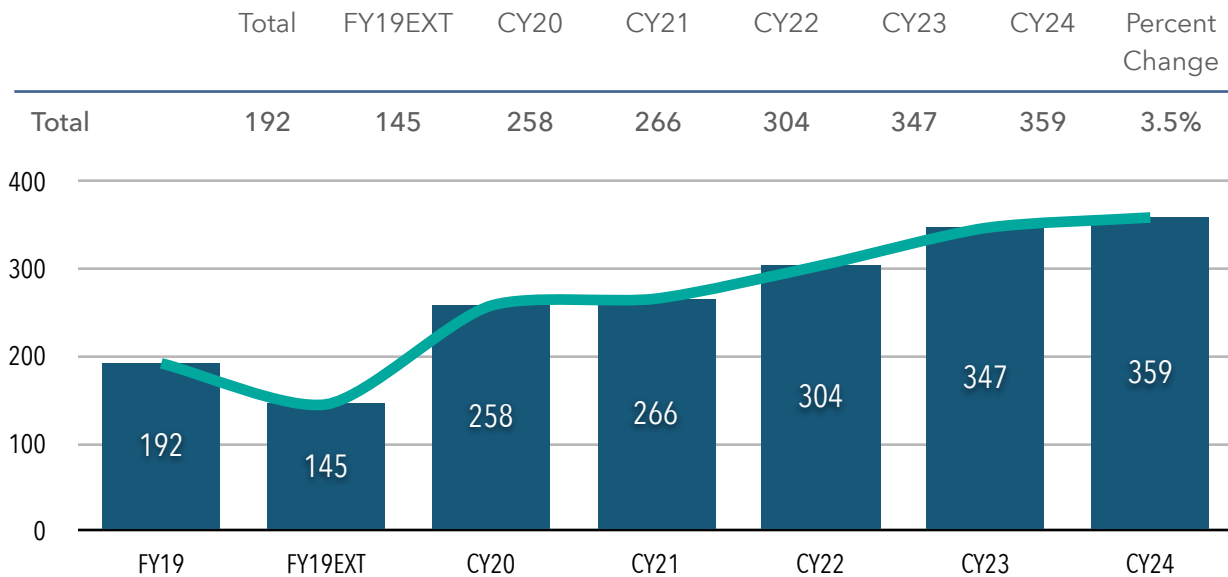


SECTION 11:

RISK ANALYSIS

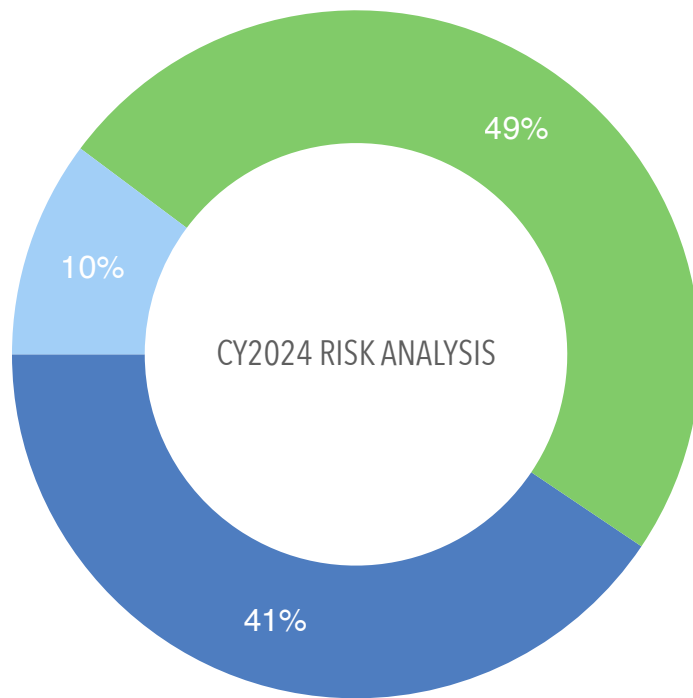
Pretrial Services uses the IRAS-PAT, Indiana Risk Assessment Pretrial Assessment Tool, as its primary means of measuring an arrestee's risk of reoffending and failing to appear. The IRAS-PAT measures factors such as criminal history, employment, residential stability, and substance abuse. Using the identified risk level and county supervision and release matrix, clients are placed at a level of supervision that correlates with their risk and that is tailored to ensure public safety, while protecting the presumption of innocence. Both the Judicial Officer and Pretrial Director have the right to override risk and supervision level if believed to be in the best interest of community safety.

TOTAL IRAS-PATS ADMINISTERED SIX YEAR TREND



PARTICIPANT RISK ANALYSIS

	Low	Moderate	High	Total
FY19	9	31	2	43
FY19 EXT	13	38	2	53
CY20	49	98	13	159
CY21	86	103	11	200
CY22	99	130	12	241
CY23	122	165	18	306
CY24	155	188	39	382
Percent	40.58%	49.21	10.21%	100%



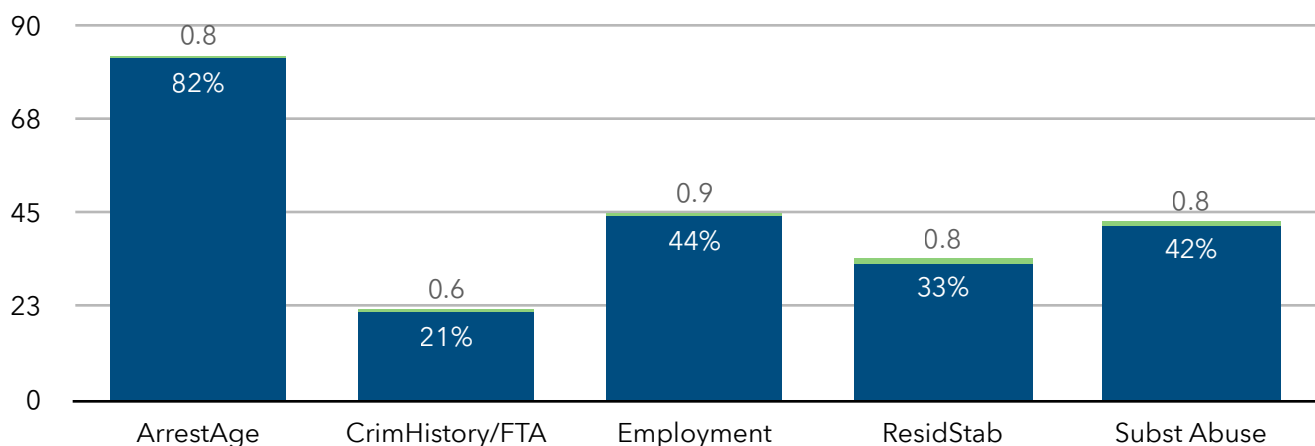
	● High	● Moderate	● Low
Risk	CY23 Total	CY24 Total	Percent Change
Low	122	155	27.05%
Moderate	165	188	13.94%
High	19	39	105.26%

AVERAGE IRAS SCORES

Total	High	Mod	Low
3.53	6.48	3.90	1.35

It is noted that this is a measurement of all IRAS-PATs administered in 2024.

AVERAGE IRAS DOMAIN SCORES ALL COMPONENTS



The agency's IRAS-PAT answers were grouped into the five above domains to illustrate the highest criminogenic factors for failing to appear and reoffending within our assessed population. While it is noted that the agency scored highest in the Age at Arrest, the majority of assessed arrestees score highest in the domains relating to employment and residential stability, highlighting where staff needs to target interventions and support services.

OFFENSE LEVEL RISK SUMMARY

	Low	Moderate	High	Total
F1	0	0	0	0
F2	0	1	0	1
F3	0	2	0	2
F4	1	1	0	2
F5	6	13	1	20
F6	67	113	30	210
MA	31	27	6	64
MB	26	19	2	47
MC	22	9	0	31
No Charges Filed	2	3	0	5

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

RISK PREDICTIONS

HIGH RISK

10.7% Reoffend, 10.7% FTA
46.4% Violate

MODERATE RISK

13.6% Reoffend, 7.7% FTA
17.9% Violate

LOW RISK

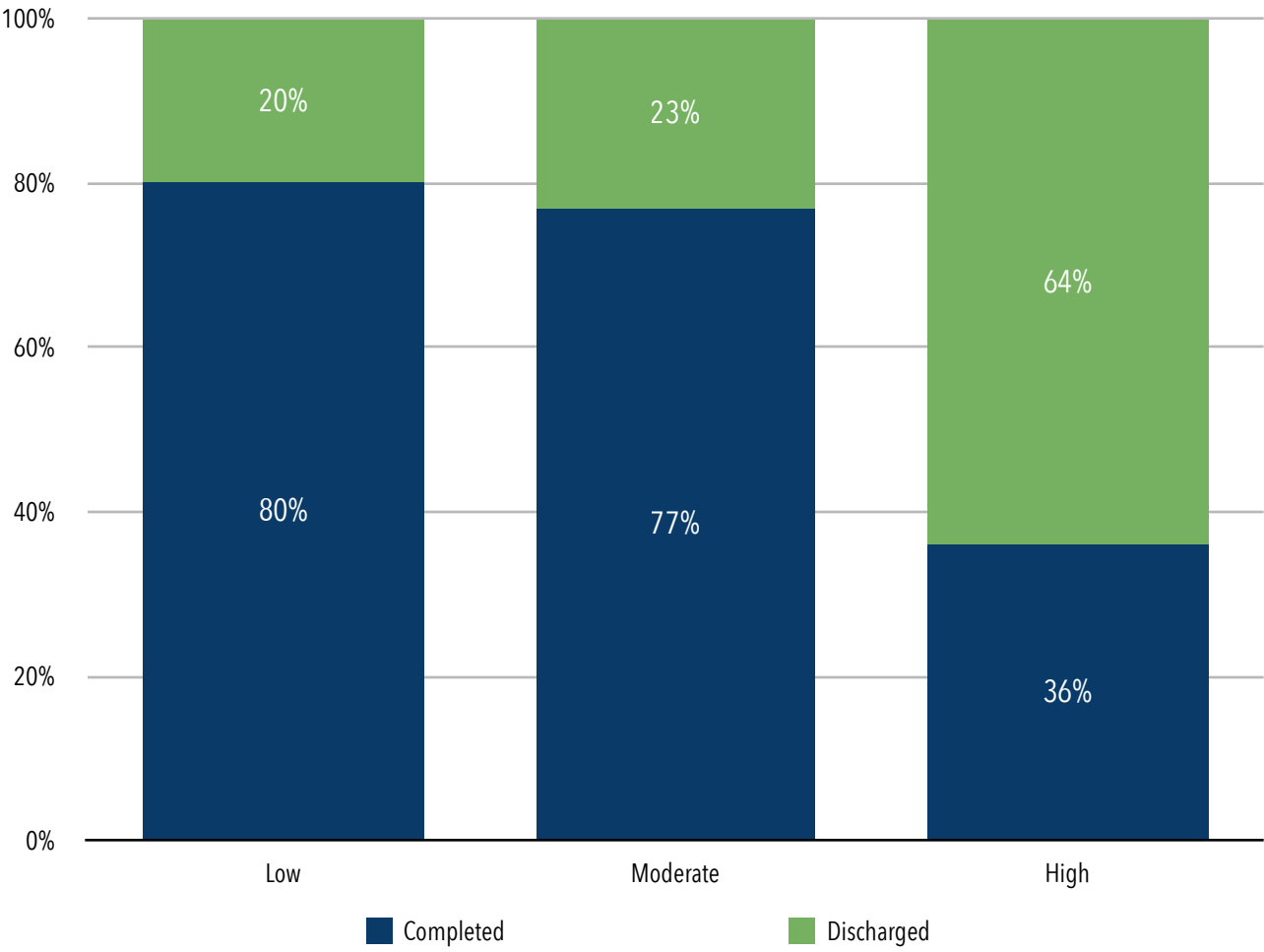
13.5% Reoffend, 2.1% FTA
5.2% Violate

Data collected from the completion and violation rates and analysis of the violation type and frequency helps us predict the projected success rate of each risk level, along with how they are most likely to potentially violate pretrial supervision. This data is unique to the offenders in our county and allows us to tailor supervision strategies and make targeted referrals to services in attempts to best offset and prevent these risks upon initial release. Data is based on the actual success and failure rates from clients in our community. Our belief is that by identifying the greatest barriers most prevalent in our county, we can make recommendations and draft supervision and success plans that truly promote public safety and honor our community values.

SUCCESSFUL COMPLETIONS BY RISK LEVEL

	Low	Moderate	High	Total	Percent
Completions	84	87	9	180	77%
Discharges	11	28	16	55	23%
Total	95	115	25	235	100%

SUCCESSFUL COMPLETIONS VERSUS DISCHARGES



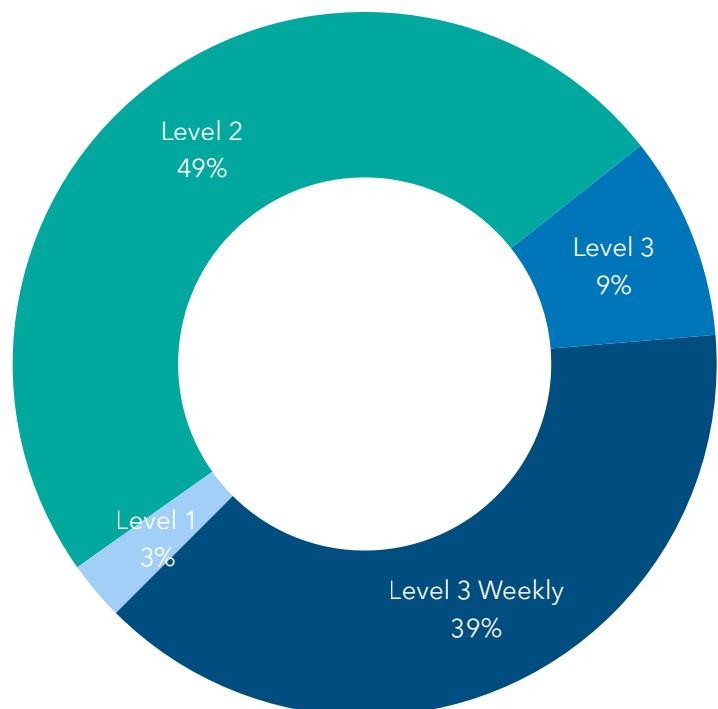
EXPANSION OF RISK ASSESSMENTS TO BETTER IDENTIFY MENTAL HEALTH NEEDS

Pretrial Services may utilize other risk assessments in addition to the IRAS-PAT, including the Ontario Domestic Assault Risk Assessment (ODARA) and the Columbia Suicide Severity Rating Scale (CSSRS). This year, we added the AC-OK Screen for Co-Occurring Disorders. The AC-OK is a rapid-response screen instrument designed to identify the co-existing disorders of mental health and trauma related mental health issues, and substance use (CCSME). As an agency we believe that early identification of mental illness assists in making targeted referrals to local mental health providers and works to expedite the release of those with mental illness, intellectual/developmental disabilities and physical/medical conditions when appropriate, including coordinating placement in group homes/treatment facilities. Even if release is not appropriate, we assist in connecting inmates with mental health providers who provide services in the local jail. We use supplemental assessments to assist in identifying needs, responsivity factors and barriers to pretrial success in alignment with best practices. Said assessments are used in "determining the appropriate type and level of services to be offered, agencies should employ evidence informed and validated needs assessment tools, usually after the defendant's release to supervision. (NIC Essential Elements)." Care has been taken to ensure each assessment is appropriate to use in the pre-conviction stage.

SUPERVISION LEVEL ANALYSIS

Pretrial Services has three primary supervision levels that consider the client's IRAS-PAT risk level and score, identified needs, collateral information, danger to the community and/or themselves and the nature of the instant offense. Low risk defendants are supervised at Level 1, moderate at Level 2, and high at Level 3, unless Pretrial Services identifies a risk factor where increased supervision would be appropriate such as current illegal substance use or an instant offense that requires higher supervision, such as weekly reporting and GPS electronic monitoring to ensure victim and public safety. Below is a summary of the supervision statistics for 2024. It should be noted that a client may also be supervised at a higher level if he has a need that requires more contact, such as an intellectual disability, and that levels can be customized with special conditions to best ensure public safety.

- Level 1 - One telephone appointment every two weeks and one office appointment every six weeks.
- Level 2 - One telephone appointment and one office appointment every month.
- Level 3 - Two telephone appointments and two office appointments. Weekly reporting may be ordered with electronic monitoring
- Level 3 Weekly - Weekly appointments; may be a combination of office and telephone appointments.
- Level 3 GPS Monitoring - Weekly Reporting with the special condition of electronic monitoring

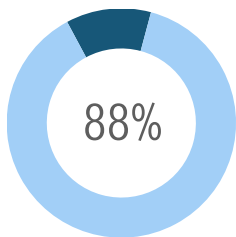


SECTION 12:

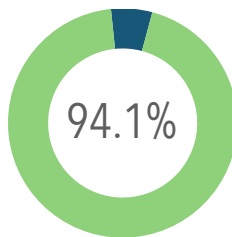
PERFORMANCE MEASURES

Cass County Court & Pretrial Services, as a certified pretrial services agency, collects data and monitors the following key pretrial performance metrics that were developed using Indiana's existing measures in the Pretrial Practices Manual in combination with Measuring What Matters - Outcome and Performance Measures for the Pretrial Services Field, 2nd Edition published by the National Institute of Corrections. Said outcome and performance measures were developed by the Indiana Pretrial Data Subcommittee, of whom the Director is the Chair. The measures were approved by the Pretrial Committee of the Judicial Conference of Indiana on June 1, 2022 and are now required for certification pursuant to Section 22(a) of the Indiana Pretrial Services Rules. Measures are calculated on all assessed individuals within Cass County's pretrial target population per the formulas outlined in the Indiana Pretrial Outcome and Performance Measures Manual.

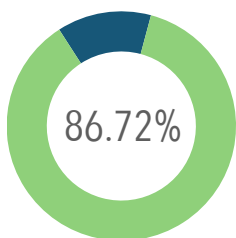
In addition to these standard metrics, Cass County Pretrial Services also collects additional metrics, the Voluntary Program Participation Rate: The percentage of active clients participating in voluntary programming and services while under pretrial supervision. On the subsequent pages you will also see these metrics for the counter, tracking populations and for special sectors of our target population.



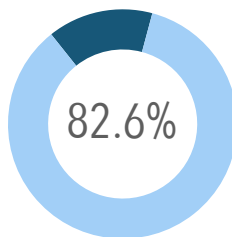
Release Rate:
The percentage of assessed pretrial defendants who secure release during the pretrial stage.



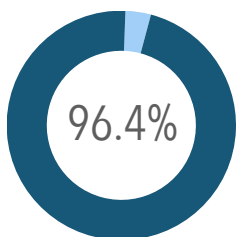
Court Appearance Rate:
The percentage of released pretrial defendants who were assessed and who attend all scheduled pretrial court appearances.



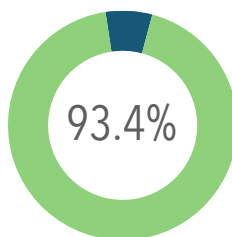
Public Safety Rate:
The percentage of released pretrial defendants who were assessed and who are not charged with a new criminal offense during the pretrial stage.



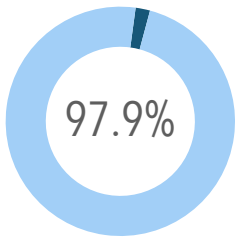
Success Rate:
The percentage of released pretrial defendants who were assessed and who attend all scheduled pretrial court appearances and are not charged with a new criminal offense during the pretrial stage.



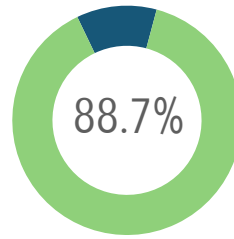
Recommendation Rate:
The percentage of a pretrial services agency's release recommendations that correspond with their assessed risk of pretrial misconduct and release protocol.



Concurrence Rate:
The percentage of pretrial defendants whose court ordered release or detention status on the date of the initial hearing corresponds with their assessed risk of pretrial misconduct and release protocol.



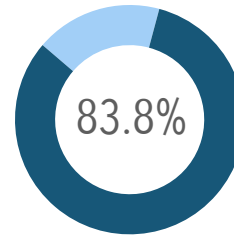
Court Order Concurrence Rate:
The percentage of pretrial defendants whose court order matches the pretrial release agency's recommendation and release protocol.



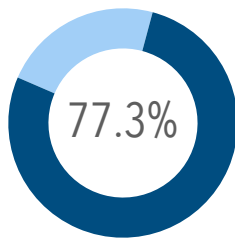
Counsel At Initial Hearing Rate:
The percentage of assessed pretrial defendants who are in custody and represented by counsel at the initial hearing.



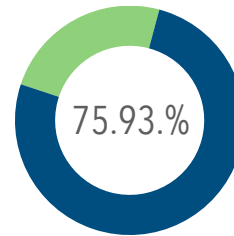
Pretrial Detainee Length of Stay:
The average length of stay in jail for assessed pretrial defendants after initial arrest.



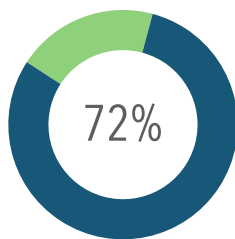
Supervision Condition Success Rate:
Formally known as Violation Rate, the percentage of assessed pretrial defendants who complete supervision conditions with no technical violations that result in an administrative sanction/response or court intervention.



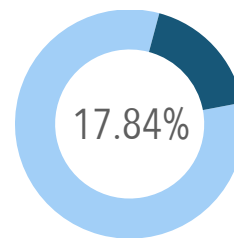
Supervision Overall Success Rate:
The percentage of assessed and released pretrial defendants with supervision conditions who were not: (1) arrested and charged with a new criminal offense that occurred during supervision, (2) failed to appear, (3) revoked for a technical violation



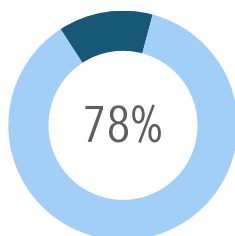
Supervision Completion Rate :
The percentage of released pretrial defendants who were assessed and who complete supervision conditions and did not have a full revocation of their supervision.



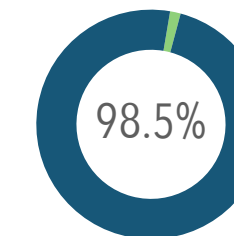
Pretrial Support Interventions Referred:
The percentage of pretrial defendants who were assessed and referred to treatment/support services absent a court order.



Return to Incarceration Rate
The percentage of released pretrial defendants who were assessed and released and subsequently returned to incarceration during the pretrial stage.



Voluntary Program Participation Rate:
The percentage of clients participating in voluntary programming and services while under pretrial supervision. (Measure of the monthly active population.)



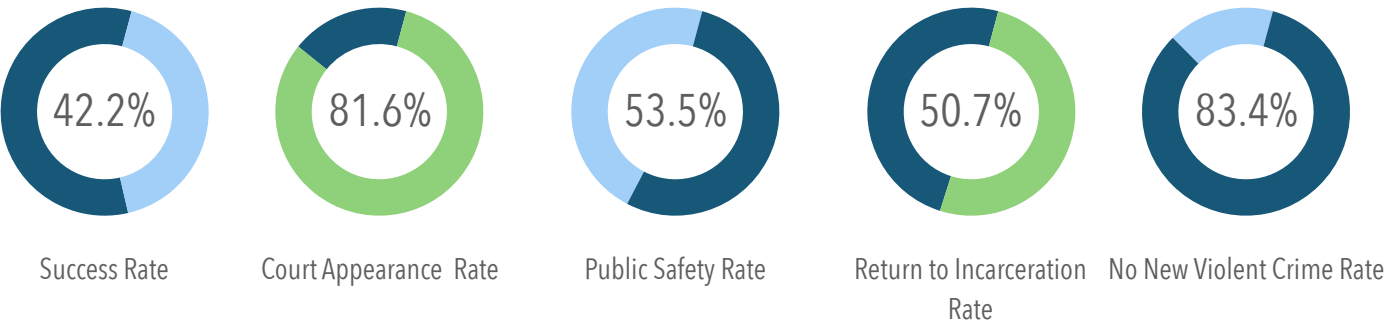
No New Violent Crime Rate:
The percentage of clients who do not commit a new violent offense while under pretrial supervision.

*The Cass County Courts never court order pretrial interventions and programming, so this enhanced measure is not reported, along with the *Statutorily Eligible Population Assessed*, as we currently do not have the means or the resources to capture data of the entire pretrial population including those outside our target population or who post traditional bond before assessment.

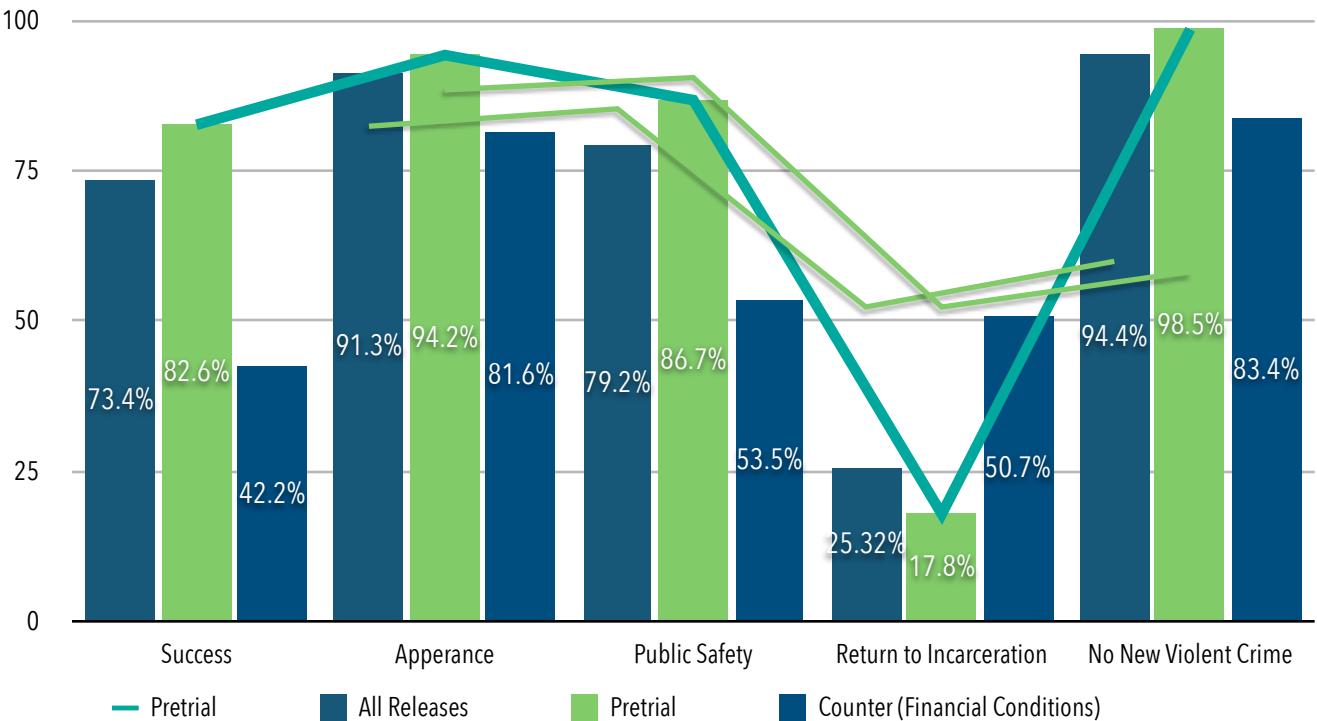
COUNTER POPULATION PERFORMANCE METRICS

The Indiana Pretrial Outcome and Performance Measures Data Collection Initiative has expanded data collection and tracking to include all individuals assessed by the IRAS-PAT, regardless of whether the court placed them on pretrial release supervision. This expansion aims to help pretrial services agencies analyze the effectiveness of their local practices and policies by providing a comparison population for examination.

The data reveals that individuals denied participation in the pretrial release program, who secured release through other means, had significantly lower success rates. This validates Cass County's Supervision and Release Matrix and Protocol, as well as the impact of their needs-based supervision model on outcomes. In 2024, the success rate of the supervised population averaged 60% higher than those released with financial conditions alone, without supervision.

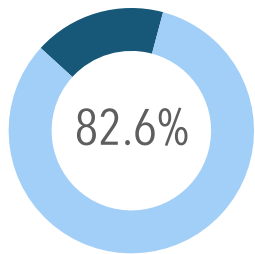


PRETRIAL SUPERVISION VS COUNTER POPULATION PERFORMANCE ANALYSIS

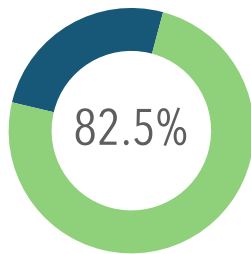


SPECIAL POPULATIONS PERFORMANCE METRICS

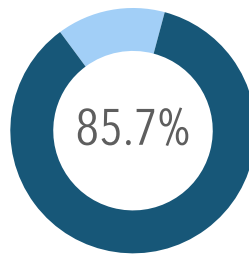
To promote individualized, evidence-based, and risk-informed release decisions, our target population now includes individuals with pending probation violations and failure-to-appear warrants. If the court, state, or defense counsel requests an evaluation, these individuals can be considered for release to pretrial services instead of being held without bond, as was the standard practice previously. The purpose of expanding the target population is to use evidence-based decision-making to avoid blanket responses and better meet the needs of those incarcerated, while still prioritizing public safety. To ensure the effectiveness of these alternate responses, the department analyzed performance measures and found that these populations respond well to pretrial supervision and can be safely released back into the community rather than detained. In this way, the pretrial services department operates a specialized violations or interventions unit.



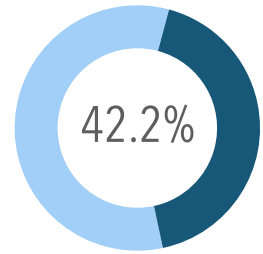
All Participant
Success Rate



Probation Violator
Success Rate

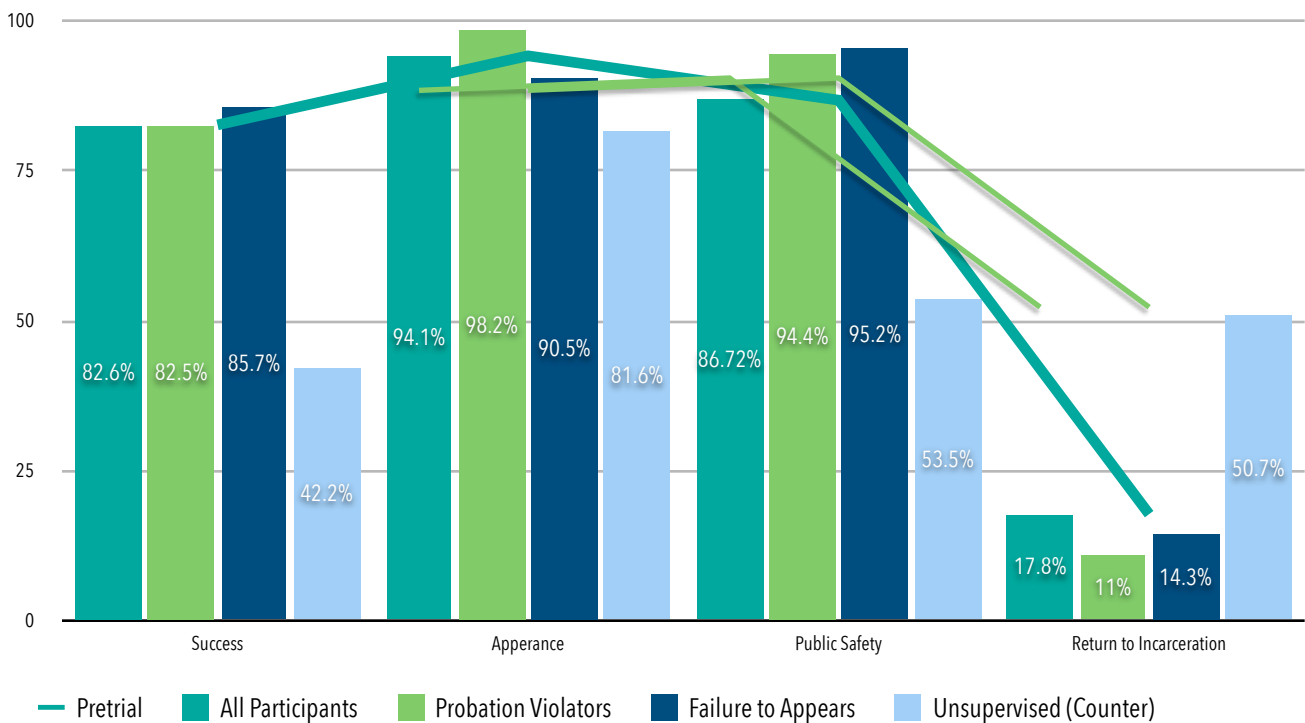


Failure to Appear
Success Rate



Unsupervised
Success Rate

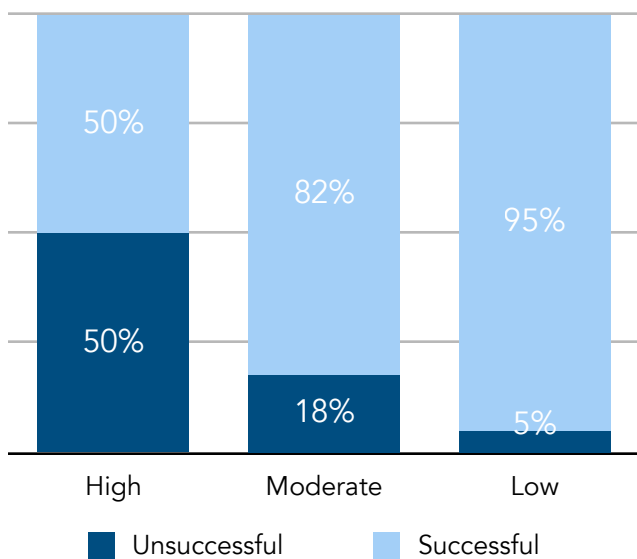
SPECIAL POPULATION PERFORMANCE MEASURES



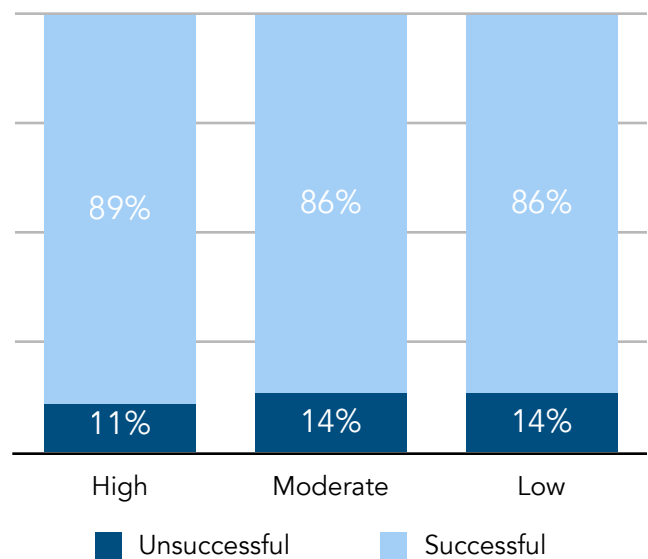
VIOLATION ANALYSIS

The Cass County Pretrial Services program has found that approximately 65% of clients who violated the terms of their pretrial release did so due to a technical violation related to a failed drug screen. The Cass County Judiciary believe that ongoing monitoring of participants' substance use is crucial for the wellbeing of both the community and the clients themselves. Rather than taking a punitive "know and punish" approach, they employ a "know and support" policy. When a positive drug screen is received, the program director will consider an administrative sanction that increases the level of supervision along with a referral to support services, often including voluntary inpatient treatment if the court approve. The program attributes this to the effectiveness of their support services model and alternative responses to violations, which have helped participants successfully complete their supervision, even when facing positive drug screens.

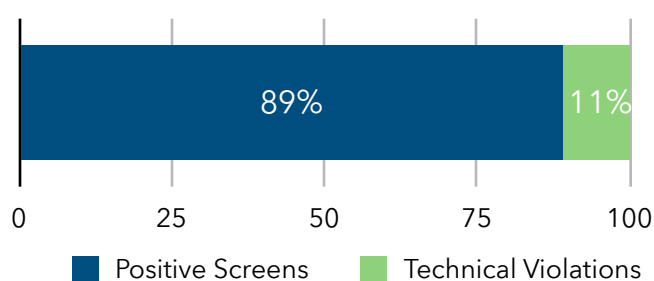
VIOLATIONS BY RISK LEVEL



NEW OFFENSES BY RISK LEVEL

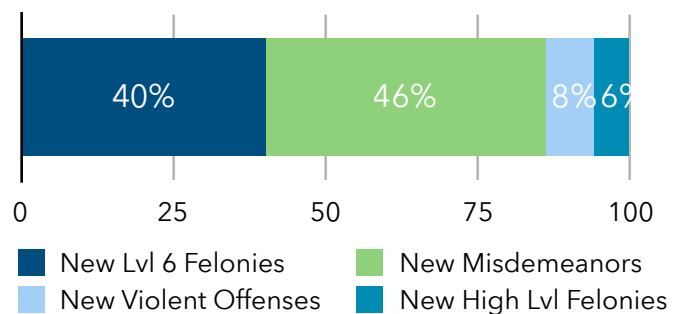


VIOLATION TYPE ANALYSIS



Analysis is of the those who violated the terms of the program; not the entire pretrial population; includes results of administrative sanctions and violations filed with the Court.

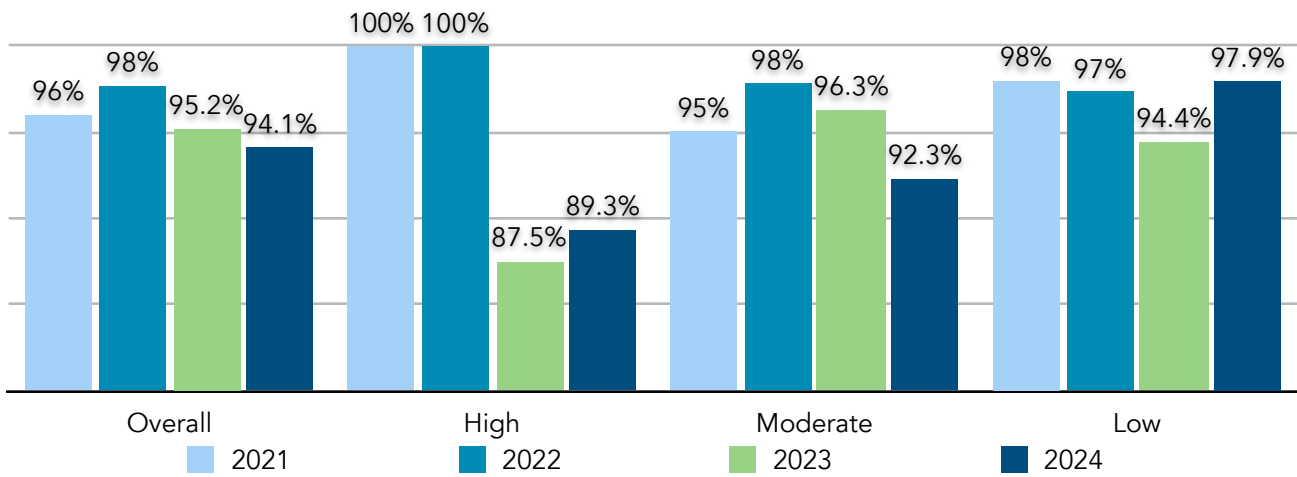
NEW OFFENSE ANALYSIS



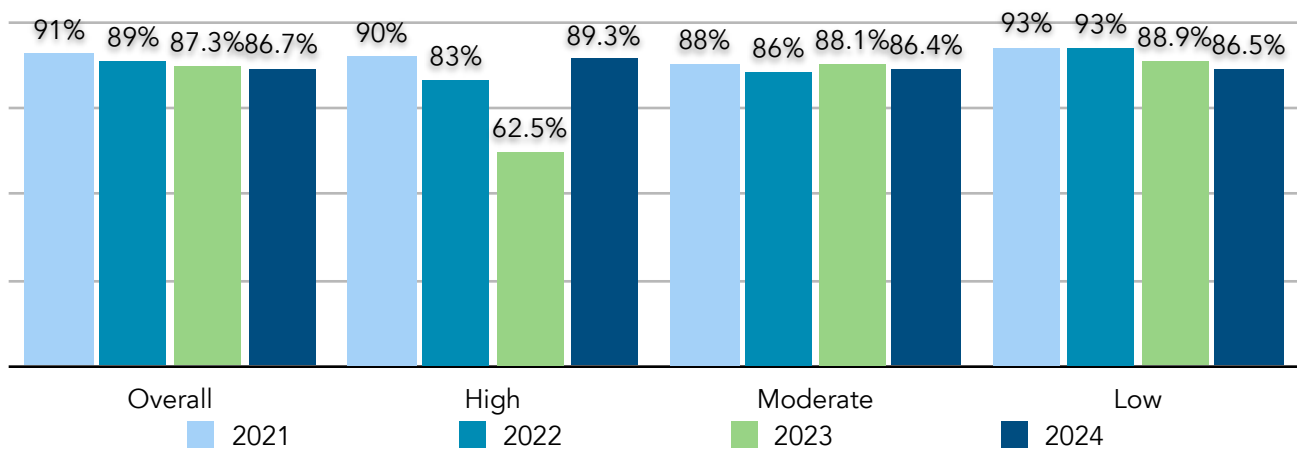
Analysis is of the those who committed a new offense; not the entire pretrial population.

PERFORMANCE MEASURES TRENDS

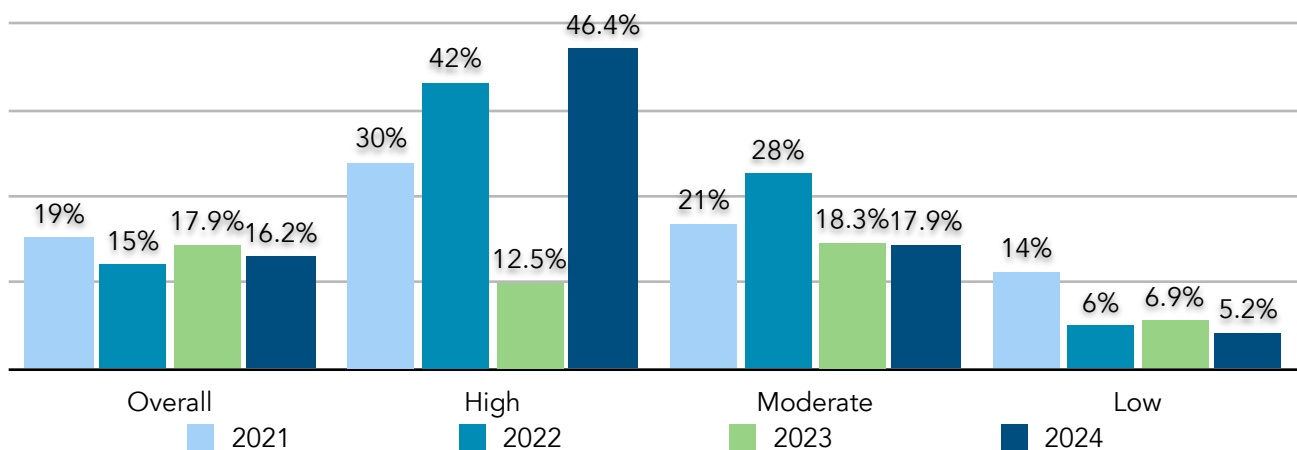
2021-2024 Apperance Rate Trend Analysis



2021-2024 Safety Rate Analysis



2021-2024 Violation Rate Analysis



SECTION 13:

EVIDENCE-BASED PRACTICES

Cass County Court & Pretrial Services is founded upon the eight principles of intervention as outlined below and has incorporated pretrial research into our daily operations as further detailed in our Policy and Procedure Manual.

Assess Actuarial Risk/Needs:

We believe 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 County Court & Pretrial Services utilizes the IRAS-PAT as the primary means to determine an arrestee's eligibility for potential participation in the program and risk level. Said risk level is also utilized to place clients at a supervision level that correlates with identified needs to best ensure court appearance and reduce risk of re-offending.

- The Court & Pretrial Services Director and the Pretrial Case Managers are certified to administer the IRAS-PAT by the Indiana Office of Court Services and participate in IRAS Intra-rater refresher training.

- IRAS-PAT results are documented in INCite within 24 hours of administration. Cass County Pretrial Services ensures compliance with confidentiality standards put in place by the Indiana Office of Court Services.

- The Court & Pretrial Services Director is certified to administer the Ontario Domestic Assault Risk Assessment (ODARA.) Results of the ODARA Risk Assessment are provided as a supplemental tool on a Pretrial Recommendation at the request of the Judicial Officer or Prosecutor on defendants charged with a domestic violence offense.

Further detailed in CCCPS PPM Section 15

Enhance Intrinsic Motivation:

We believe that staff should communicate with clients in a responsive and constructive manner.

- Court & Pretrial Services staff have participated in training in Motivational Interviewing Techniques through the National Institute of Corrections and ACJI.
- While programming cannot be a condition of release to safeguard the presumption of innocence, Cass County Pretrial Services employs Motivational Interviewing and other ECMS techniques to encourage pretrial release participants to voluntarily seek treatment during their pretrial period. However, the primary focus of supervision remains ensuring court appearances and minimizing the risk of reoffending. Our Intentional Pretrial Supervision model incorporates best practices from correctional and clinical settings to enhance voluntary service engagement. For instance, motivational interviewing helps clients address ambivalence and encourages service participation. CCCPS also emphasizes collaboration to build trust and rapport with clients while providing efficient connections to services.

Further detailed in CCCPS PPM Section 12

Target Interventions:

We believe 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.

When drafting proposed conditions, Cass County Court & Pretrial Services outlines the least constrictive conditions that ensure

public safety and court appearance. A greater dosage of communication is required for higher risk clients versus lower risk clients in accordance with the Risk Principle. Needs uncovered in the pretrial interview are prioritized and combined with the resulting risk level to ensure that the appropriate dosage of supervision is given to each client and to help target needs that pose the greatest risk to the community, court appearance, and the client.

Further detailed in CCCPS PPM Section 18

Skill Train with Directed Practice:

We believe 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.

- Our primary resource is our newly established Therapeutic Services Division. Led by our new Treatment Director, Stan Antonelli III, LCSW, LCAC, Licensed Psychotherapist, and PsyD Candidate, the division comprises the clinicians of Psychotherapy Associates of Kokomo, PAK. This division offers a comprehensive range of supportive services, including individual counseling, addiction treatment, and medication management.
- Cass County Court & Pretrial Services also partner with 4C Health, formally known as Four County Counseling, who provides two dedicated Peer Recovery Specialists, who can assist clients in engaging in support and recovery services in the community.
- Cass County Court & Pretrial Services ensures that at all referrals are made to programs and agencies that are administered and facilitated by a certified trainer and inspected for their effectiveness and adherence to evidence-based practices.
- Pretrial Case Managers are trained to incorporate cognitive interventions and core correctional practices into their supervision strategies. This allows them to provide clients with more opportunities for directed practice and skill-building, enabling them to

develop essential self-management skills such as coping mechanisms, emotional regulation, and identifying triggers. By utilizing these structured skill-building and core correctional practices, case managers help clients develop skills that effectively reduce barriers to pretrial success.

Further detailed in CCCPS PPM Section 12

Increase Positive Reinforcement:

We believe that, when learning new skills and making behavioral changes, most people respond better and maintain learned behaviors longer when provided with positive reinforcement.

- Pretrial Services practices positive reinforcement by rewarding clients in good standing primarily through verbal praise, positive feedback, decreased reporting, travel pass approval, positive progress reports filed with the Court, and reduced supervision levels or reporting requirements when appropriate. Additionally, we provide framed completion certificates, transit passes, CBT coloring books, gratitude journals, calm strips, and other similar items.
- Cass County Pretrial Services will administer appropriate incentives to reinforce pro-social behavior that reduces the risk of failure to appear or re-arrest and promotes compliance with supervision conditions. Staff administer one incentive at each appointment, aligning with the risk-need-responsivity principle. CCCPS also supports a success-oriented model, filing notices of client engagement and successful completion of voluntary support services with the Court as incentives and acknowledgments of their progress towards a more successful life.
- This practice is monitored by client satisfaction surveys.

Further detailed in CCCPS PPM Section 19

Engage Ongoing Support in Natural Communities:

We believe that clients are best served when they actively engage in pro-social support in their community.

- Information about community resources and programs, such as Celebrate Recovery, AA/NA and employment agencies are provided to clients if believed to enhance their compliance and public safety.
- The agency also has two dedicated Peer Recovery Specialists, who can assist clients in engaging in support and recovery services in the community.

Further detailed in CCCPS PPM Section 12

Measure Relevant Processes/Practices:

We believe 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 County Court & Pretrial Services collaborates with Cass/Pulaski Community Corrections by chairing their existing Quality Assurance Committee.
- Performance metrics are examined, in addition to an audit of the accuracy of client's information in SRS, Pretrial Services' case management system. To further ensure compliance with EBP, supervision concurrence, contact frequency and the results of the electronic client exit surveys are reviewed. Referred resources are audited to verify if they correlate with identified needs and risk level. Monthly and quarterly reports are submitted to the Pretrial Services Stakeholder Team, CPCC Advisory Board and IDOC.

Further detailed in CCCPS PPM Section 22

Provide Measurement Feedback:

We believe that a multi-layer quality assurance system is essential to monitor the delivery of services and maintain fidelity and reliability.

- Pretrial Services calculates and monitors the following metrics using both the measures approved by the Pretrial Services Committee and the additional metrics defined below to ensure adherence to EBP and aid in further development of policy and procedure:

- o Appearance Rate

- o Safety Rate
- o Success Rate
- o Violation Rate
- o Completion Rate
- o Average Length of Stay
- o Supervision Concurrence Rate
- o Release Decision Concurrence Rate

•Pretrial Services also collects and measures data on projected saved incarceration expenses, diverted juvenile detention expenses, sentencing outcomes, recidivism and population demographics. All performance metrics are all also monitored by risk level.

•Pretrial Services gathers the results of said metrics and analyses information from the quality assurance reports to present applicable information to staff, clients, the Judiciary, Pretrial Policy Stakeholder Team and Advisory Board and annually examines the effectiveness of programming and practices.

Further detailed in CCCPS PPM Section 12 and 22

•Pretrial Services analyzes the jail population and cross references data with Odyssey to provide current information to stakeholders on offenders' risk level, bond, pretrial/ incarceration status, offense type, holds, etc. Information is shared with Community Corrections, Probation and the Advisory Board to assist our local Criminal Justice System in making evidence-based release/ detention decisions in both pretrial and post-conviction settings. Pretrial Services utilizes said analysis as its sequential review process to identify defendants who remain in detention past the point at which release was expected to have occurred.

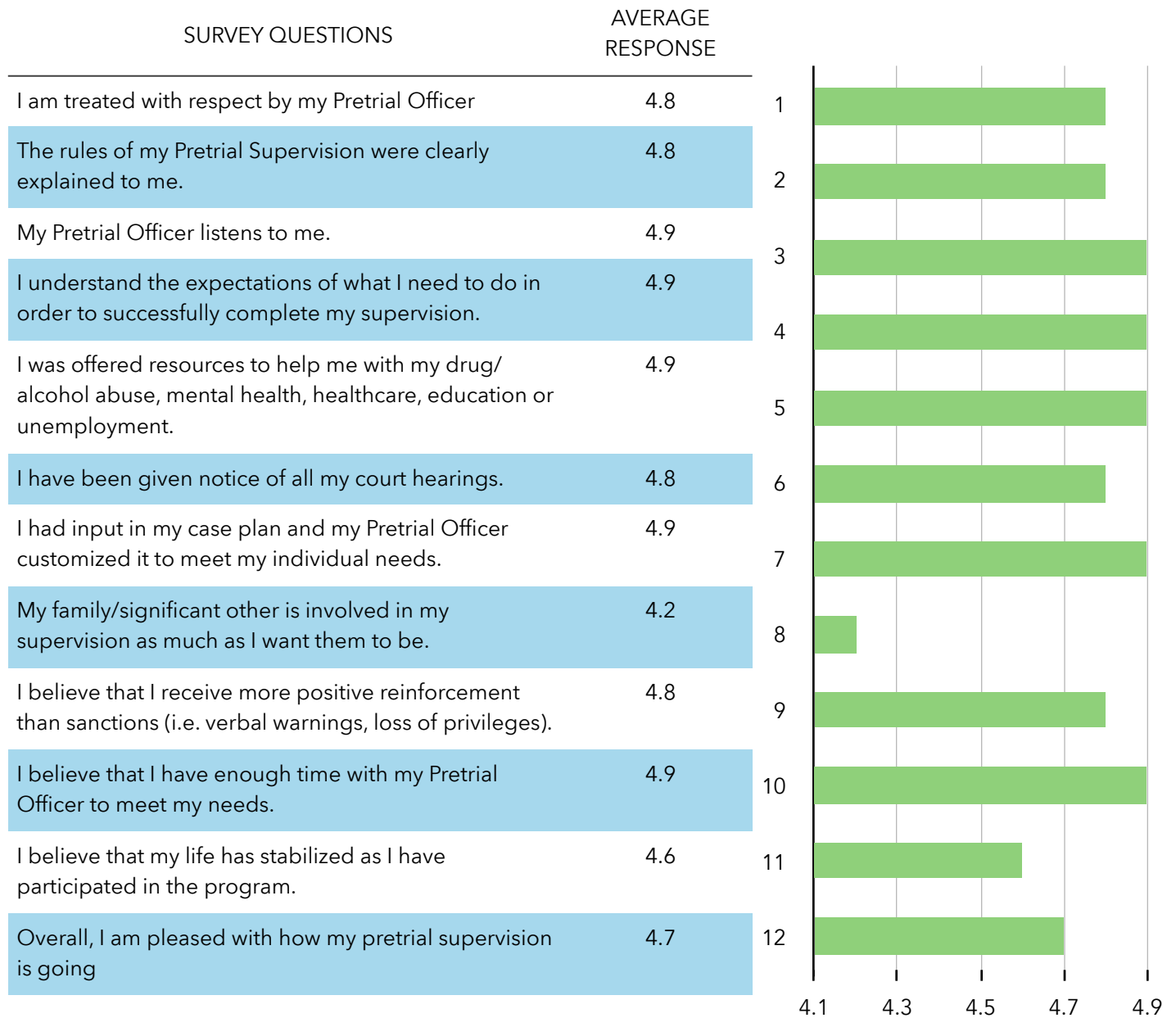
Further detailed in CCCPS PPM Section 12 and 22

SECTION 14:

QUALITY ASSURANCE

In 2020, Pretrial Services developed an anonymous electronic client exit/satisfaction survey that is 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 56 clients with a sampling of feedback received in 2024. All responses average in the "Strongly Agree" and "Agree" categories, indicating that the majority of clients feel that they have had a positive experience with the program.

CLIENT SATISFACTION SURVEY RESULTS



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

CLIENT FEEDBACK & TESTIMONIALS

Below is a sampling of client feedback and testimonials we received from the satisfaction surveys collected in 2024.

"This is the first time I've been treated with respect, not punished for my addiction. I actually feel I can be honest without fear. What a chance to do better."

"I've been fortunate enough to be given the opportunity to take part in the Pretrial services program, although my wishes would have been to never need these services, Hillary and her team have been very accommodating with my complicated work schedule as well as very motivating to continue to thrive and better myself."

"I'm thankful that I was able to be involved with Pretrial Services. They have helped me with every single thing I have asked them for help with and things I didn't even know I needed help with. They provided individual therapy. They got me started on GED courses, which is something that is very important to me. They got me into an inpatient facility when I was lost and struggling with addiction. They set me up with a peer to help with my continued recovery. They have listened to me and encouraged me. They've held me accountable and taught me that I need to hold myself accountable as well. They even gave me a second chance when i cant say that I was very deserving of one. If it weren't for this program, I'm not certain that I'd still be alive today and for that I'm so grateful. There isn't a single thing that I have asked for help with that they weren't able to provide me assistance with. They have been extremely supportive! The whole experience is something I'm thankful to have been given the opportunity to participate in and I would highly recommend it to others in the

future who are struggling. They help teach you a different way of living your life. A successful way. Things that I wouldn't have otherwise learned had I just been sitting in jail. They are truly amazing people who have went above and beyond providing me with more help and support than I had ever imagined they would. I am a much better version of myself today because of Pretrial Services and all of their support. I would not be where I am today if not for them"

"I cannot think pretrial services enough for allowing me to participate in inpatient services through avenues recovery and as well as a specific therapy I wanted to do when I got out they have sent me up with that overall I am very very pleased"

"This program has helped me tremendously and definitely would recommend anyone struggling in the system to take part in this program."

"I have been taught many different life skills from my experience with the pretrial program. I highly recommend any persons willing to work this program to give it an opportunity to change their lives like it has mine. I would like to thank all the officers in the pretrial program for putting my life in a direction for me to succeed. Your program is the best opportunity I've had."

"They helped me start a new chapter in my life, in the most positive way."

"I think our county is very fortunate to have a service like this for people who make bad decisions and need help getting through them in a positive way. I appreciate everything Hilary & Rob have helped me with."

"I think this is a wonderful service for people that really want to change. Plus the people are great that run it."

OTHER QUALITY ASSURANCE MEASURES

The Performance Metrics previously reported are calculated monthly and distributed to all stakeholders, including the County Council and Commissioners, CPCC Advisory Board, Pretrial Policy and Stakeholder Team, IOCS & IDOC Program Directors and our Local JRAC Council. Additionally, as part of the sequential review/lookback process, the department completes a monthly jail analysis and distributes it to stakeholders.

The Pretrial Case Manager conducts weekly criminal records checks on all clients. In collaboration with the Director, they also complete a monthly audit/case review of all clients' SRS Cases. Pretrial Services remains a paperless entity, and all files are digitally stored in SRS, our case management system. This case review ensures that all client contacts, programming, and documents are accurately entered in SRS.

A review of these quality assurance measures reveals that all client files are complete, and the average compliance with client contact standards is approximately 92%. The majority of variance in this compliance rate is attributed to reporting allowances made to accommodate individual client needs.

STAKEHOLDER FEEDBACK & TESTIMONIALS

In July, Cass County received positive feedback from a BJA Fellow who conducted a site visit, highlighting the county's intentional approach to integrating support services and its advanced work with data, as show in the email below. Also, highlighted is the feedback we have received from our local stakeholders.

"The Cass County Public Defender's Office is so grateful for our Court and Pretrial Services Program. It not only offers release from incarceration for indigent clients but has also become a model for treatment and services."

- Sheryl Pherson, Former Chief Public Defender

It was an absolute pleasure to visit your program in the spring of 2024. As the Visiting Fellow at the Bureau of Justice Assistance (BJA) focused on pretrial, I recognize the effort you have extended and the accomplishments you can celebrate in building a high-performing pretrial agency. I walked away impressed with the client interaction I observed, the responsiveness to your court, as well as the data and performance measures that you prioritize. The growth in your agency is clearly built on a strong foundation. I have a special interest in pretrial programs in rural communities and have spent several years working specifically in rural areas. The Cass County Court & Pretrial Services is a model of what a pretrial agency can aspire to in a rural community. To that end, I am particularly appreciative of your willingness to share your experience and mentor other agencies. If I can be of assistance to you, please let me know, and I hope you continue to allow me to point to your work as a high-performing agency. Kris Bryant

Kristina Bryant
Visiting Fellow
Policy Office
Cell: 804-347-5647
Email: kristina.bryant@usdoj.gov
Visit bia.ojp.gov



Fraud Alert: Scammers Claiming to be from the Bureau of Justice Assistance | Bureau of Justice Assistance (ojp.gov).

"Hillary is an invaluable asset to our JRAC and to our entire judicial system. Her working knowledge of all phases of the structure from the clerk's office to probation, the prosecutors office, community corrections and courts perfectly situates her to integrate systems and develop strategic plans. She works with transparency and good cheer and always keeps the goals of community safety, rehabilitation and justice in mind."

- Noah Schafer, Cass County Prosecutor"

I am thankful to have the pretrial services program in our community. Our program is filled with dedicated staff that go above and beyond to ensure the needs of the clients are met and that they succeed long term with the programming. Ms. Hartoin has been able to obtain grants, add programming and obtain people outside of our community in order to meet the needs of these clients. It not only helps the clients, but also builds our community."

- Amber Garrison, Public Defender

"I wanted to let you know that it has been so great working with the Pre-trial Release Program. I appreciate you and your staff and all your hard work and dedication. You are always on top of things, and I have heard nothing but positive feedback from my clients, even the ones that violate and are sent back to jail, which says a lot about your program. Thank you."

- Lindsay Ruby, Chief Public Defender

SECTION 15:

SUPPORTIVE SERVICES

While programming cannot be a condition of release to safeguard the presumption of innocence, Cass County Pretrial Services employs Motivational Interviewing and other ECMS techniques to encourage pretrial release participants to voluntarily seek treatment during their pretrial period. However, the primary focus of supervision remains ensuring court appearances and minimizing the risk of reoffending. Ceasing to participate in voluntary programming, treatment, or support services does not constitute a violation of the program unless specifically ordered by the Court as a special condition. Great care is taken when offering support services to ensure that participants feel comfortable consenting to participate or choosing not to participate, and if they do choose not to participate, they can disengage from support services without fear of consequence or negative reflection. CCCPS believes in equal access to treatment and programming and does not practice disparate treatment. Voluntary referrals to services and interventions are targeted towards employment, residential stability, substance use, and behavioral health.

CCCPS aims to offer various support services in-house to minimize transportation barriers and reduce the time clients have to take off work, thereby encouraging engagement. A comprehensive list of CCCPS' Support Services can be found in the agency's Resource Inventory. However, a concise overview of the primary services provided is as follows:

CCCPS's primary resource is our newly established Therapeutic Services Division. Led by our new Treatment Director, Stan Antonelli III, and the clinicians of Psychotherapy Associates of Kokomo, PAK, this division offers a comprehensive range of supportive services, including individual counseling, addiction treatment, and medication management. Additionally, 4C Health, formerly known as Four County Counseling, provides two dedicated Peer

Recovery Specialists who assist clients in engaging in community support and recovery services.

CCCPS also facilitates voluntary placement in inpatient treatment programs. They assist participants in obtaining presumptive eligibility, Recovery Works, or HIP Coverage, if the client does not have insurance, ensuring no-cost participation for clients. We also coordinate transportation to the chosen facility, responsiveness factors and need for services. Individuals are assessed with an alternative actuarial assessment tool to ensure there is a moderate to high need for participation unless the participant self-identifies the need or desire for support services. As previously mentioned, we have established partnerships with multiple inpatient treatment programs and sober living facilities.

Some of our partners include:



If the Defendant enters an inpatient treatment program, Pretrial Services notifies the Court, Prosecutor and Defense Counsel. Staff continues to conduct weekly telephone appointments with the Defendant while at the facility. Case Managers stay in communication with the treatment provider to monitor the Defendant's progress and develop an after-care plan to ensure successful transition upon completion to our integrated services providers if a client wishes to continue services.

Voluntary Placement in Inpatient Treatment can occur at various intercepts of the pretrial system, whether it is during the course of a client's supervision, release directly to treatment from jail or as an alternate response to misconduct.

Pretrial Services has built partnerships with multiple inpatient treatment programs and sober living facilities to ensure a wide range of options to best serve our diverse client base, with specialties including substance use, co-occurring disorders, mental health, dual diagnosis, and programming tailored for pregnant women.

Pretrial Services use skill-building to continue to shift supervision strategies from compliance-oriented to a focus on promoting and supporting behavior change utilizing a coaching model. Cognitive Interventions are "structured teaching opportunities to help clients recognize situations that may put them at high-risk for engaging in antisocial or undesirable behavior and develop skills to avoid



and manage those situations in a prosocial way. (ICJIA)." Utilizing Change Sheets from the Change Companies and BITS (Brief Intervention Tools) from the Carey Group, both agencies have a wide range of tools that including: Cost-Benefit Analysis, Thinking Reports, Behavior Checks, Decision Making, Overcoming Automatic Responses, Problem Solving, Thinking Traps, Overcoming Thinking Traps, Who I Spend Time With, Values Check, Decisional Balance Exercises and more. Pretrial Services uses cognitive interventions and core correctional practices to enhance positive outcomes and help clients develop skills than help diminish barriers to pretrial success.

Pretrial Services also utilizes SafeLink and other government programs to see if clients qualify for a free cell phone or tablet, if needed, to receive text notifications of their hearings and participate in telephonic appointments or therapy. Information about community resources, programs such as Celebrate Recovery and AA/NA, and employment and housing agencies can also be provided if believed to enhance their compliance and public safety.

CCCPS collaborates with Cass County Transit to provide transit passes for clients who need support attending court hearings, pretrial appointments or counseling sessions.

The agency also facilitates a virtual High School Equivalency Program in partnership with the Cass County Sheriff's Department.



Clients also have access ACCI, our online learning platform is a validated, evidence-based, cognitive behavioral program that includes over 15 interactive courses, averaging 10-15 hours long, including Substance Abuse, DUI, Domestic Violence and Cognitive Awareness.

"Lifeskills Link is a system of collaboration and accountability. It provides intelligent insights into each students experience which informs targeted intervention and cognitive-behavioral skill development. The curriculum is built on an evidence-based model of cognitive behavior therapy together with our unique self- directed learning approach which has proven to help students and clients overcome self-defeating thoughts and behaviors.

Pretrial Services offers Change Journals to clients who wish to voluntarily participate in support services. These journals can be completed independently with a case manager, a Peer Recovery Specialist, or one of our therapists *Interactive Journaling*® is an evidence-based practice for motivating and guiding individuals



toward positive life change. This goal-directed, client-centered model helps participants modify their behavior as they progress through the stages of change (Prochaska & Prochaska, 2016).

The focus of *Interactive Journaling*® is the participant Journal, which includes nonconfrontational questions intended to help participants think and then write about their behaviors. Questions guide participants in considering their motivations for change, exploring their options and developing a plan with target behavior-related goals and a timeline for achieving these goals.

Examples of our most popular journals with clients include: the Managing My Life Journal, Managing My Emotions, Women In Recovery Journal, Maintaining Positive Change Journal, and the Trauma in Life Women's Journal,

Expanded Resource Inventory Coming Soon

One of our strategic goals for 2025 is to collaborate with our Treatment Director to create a comprehensive resource inventory and guide. This will include not only internal resources, but also simplified menu versions for clients, an advanced bench reference with target population details, suggested risk and dosage information, and course descriptions for the Courts, Prosecutors, and Public Defenders. The inventory will also detail available socioeconomic supports available.



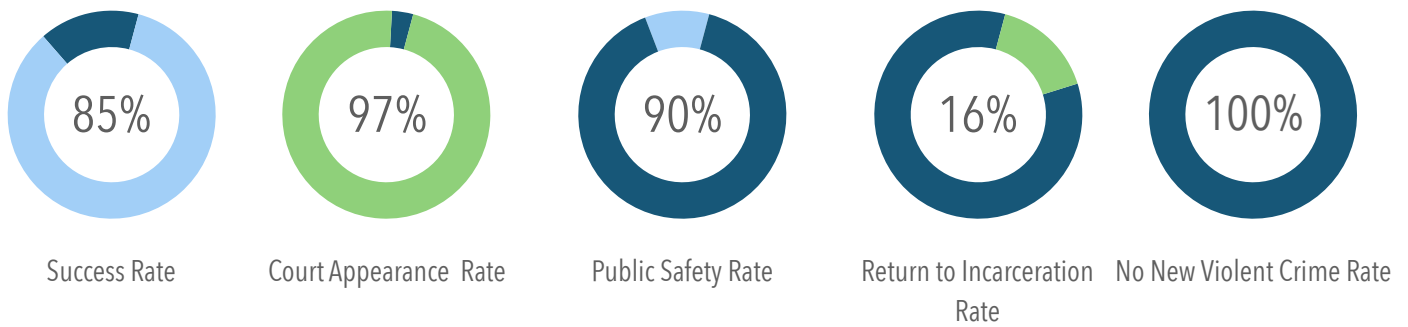
VOLUNTARY PROGRAMMING COMPLETION ANALYSIS

Service/Programming Referral Type	Number	Percentage
ACCCI Corrections eCourses		
ACCI Corrections LifeSkills-31 Days of Affirmation	1	0.8%
ACCI Corrections LifeSkills-Anger Management	15	12.5%
ACCI Corrections LifeSkills-Cognitive Awareness	40	33.3%
ACCI Corrections LifeSkills-Contentious Relationships	3	2.5%
ACCI Corrections LifeSkills-Domestic Violence	14	11.7%
ACCI Corrections LifeSkills-Driver Responsibility	6	5.0%
ACCI Corrections LifeSkills-DUI	14	11.7%
ACCI Corrections LifeSkills-Employment	1	0.8%
ACCI Corrections LifeSkills-Marijuana Awareness	5	4.2%
ACCI Corrections LifeSkills-Parenting	4	3.3%
ACCI Corrections LifeSkills-Personal Responsibility	2	1.7%
ACCI Corrections LifeSkills-Substance Abuse	15	12.5%
Total ACCI Courses Completed	120	100%
Percent of Grand Total	24.0%	
Change Company Journals		
Change Company Employment Journal	1	1.1%
Change Company Getting Back On Track	7	7.4%
Change Company Journal My Relationships	4	4.3%
Change Company Journal Taking Charge of My Finances	1	1.1%
Change Company Maintaining Positive Change Journal	10	10.6%
Change Company Managing My Emotions	11	11.7%
Change Company Managing My Life Journal	23	24.5%
Change Company Medication Assisted Treatment Journal	4	4.3%
Change Company My Family and Me	1	1.1%
Change Company Peer Relationships Journal	2	2.1%
Change Company Positive Self-Talk Journal	6	6.4%
Change Company Responsible Thinking Journal	2	2.1%

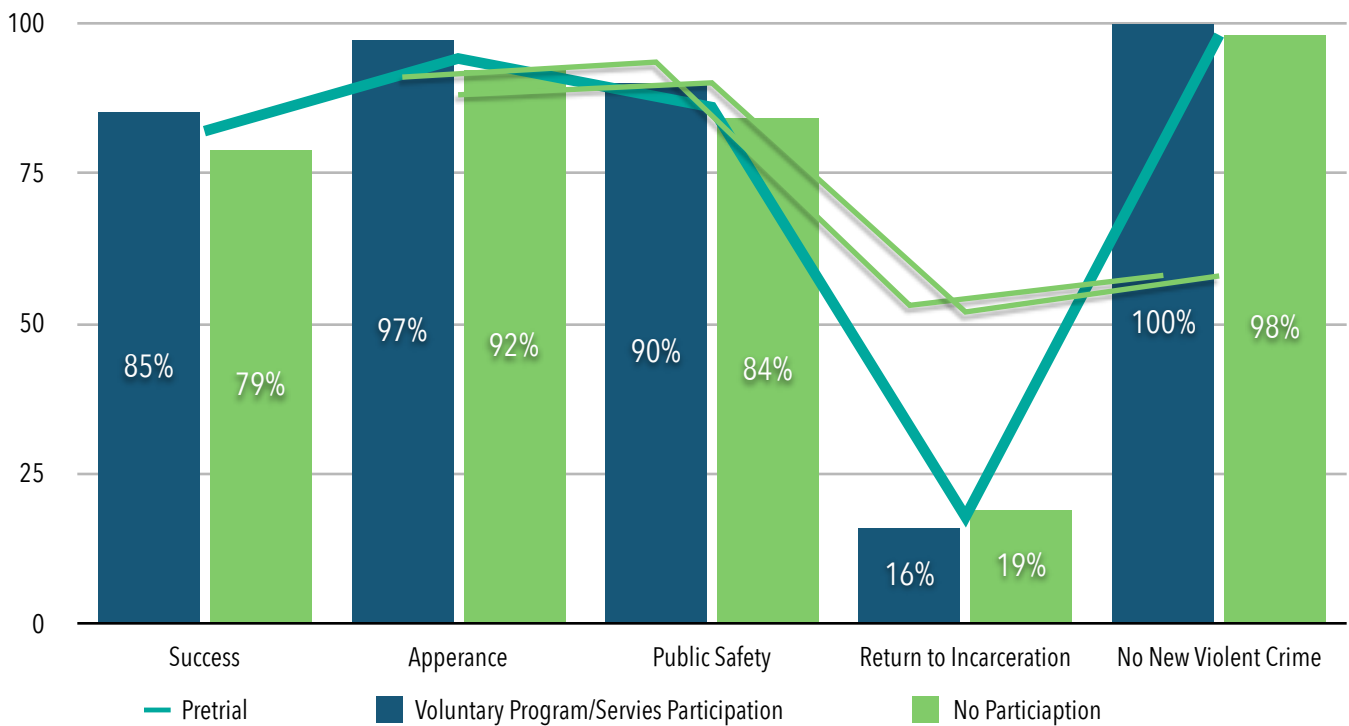
Service/Programming Referral Type	Number	Percentage
Change Company Self-Control Journal	2	2.1%
Change Company Trauma in Life Women's Journal	7	7.4%
Change Company Wellness & Recovery	3	3.2%
Change Company Women In Recovery Journal	10	10.6%
Total Change Company Journals Completed	94	100.0%
Percent of Grand Total		18.8%
Individual Counseling		
4C Health MSW	91	71.7%
Psychotherapy Associates of Kokomo Individual Counseling	36	28.3%
Total Clients Participating in Individual Counseling	127	100.0%
Percent of Grand Total		25.54%
Inpatient Treatment		
Avenues Recovery Center Inpatient Program	34	44.2%
Inpatient Treatment	35	45.5%
PHP Living Facility	1	1.3%
Sober Living Facility	7	9.1%
Total Inpatient Treatment Completions	77	100.0%
Percent of Grand Total		15.4%
Miscellaneous Supportive Services		
Continued Mental Health Treatment	3	3.7%
IOT	3	3.7%
Medically Assisted Treatment (MAT)	10	12.2%
Outpatient Treatment	23	28.0%
Peer Recovery Specialist	32	39.0%
Sober Living Facility	7	8.5%
W.R.A.P. Wellness Action Recovery Plan	4	4.9%
Total Other Program Completions	82	100.0%
Percent of Grand Total		16.4%
Grant Total of Voluntary Program Completions	500	

IMPACT OF PRETRIAL SERVICES & PROGRAMMING

Cass County Court & Pretrial services is committed to providing needs-based, client-centric supervision and services. We strive to produce positive outcomes that last beyond the pretrial stage. We believe in "Pretrial with a Purpose." A key factor in our success rates has proven to be in the targeted interventions, support services and programming that we offer our clients and our coaching supervision style. Below are performance measures for those participating in voluntary programming and/or support services, illustrating the impact of engagement in the pretrial stage on a defendant's success. As demonstrated, all metrics are at or above the 90% percentile and when compared to supervised participations who decline to participate, they average 10% more likely to succeed across all metrics.



PERFORMANCE MEASURES: VOLUNTARY PARTICIPATION VS. NO PARTICIPATION



Voluntary Participation N = 262; No Participation N = 332

INCENTIVES AND INTERVENTIONS ANALYSIS

Cass County Court and Pretrial Services provides appropriate incentives to encourage pro-social behavior. These incentives help reduce the likelihood of failure to appear or re-arrest and promote compliance with supervision conditions. The interventions offered are tailored to the identified criminogenic needs and/or the individual's risk of failure to appear or re-arrest. Staff adhere to the risk-need-responsivity principle by administering one incentive or intervention at each appointment. Below is a summary of our 2024 incentives, sanctions, and interventions.

Interventions

Other	12	6%
Referral to Counseling	22	12%
Treatment Referral	44	24%
Given Driver's Manual/Referred to Driver's Safety Program	4	2%
Habit Tracker	2	1%
Schedule Skill Sheet	1	1%
Referral to Inpatient Treatment	44	24%
Reviewed ACCI Coursework Progress	7	4%
Gratitude Journal	3	2%
Mental Health Journal	8	4%
Transit Token	6	3%
Calming Strip	11	6%
Enrolled in GED Program	1	1%
Change Company Self-Control Journal	3	2%
Coping Skills Addictions	1	1%
Change Company Coping Skills Journal	2	1%
Carey BITS - Decision Making	1	1%
Signed Up for Safelink Phone	1	1%
Carey BITS - Thinking Traps	2	1%
Senior Transit Pass/Assistance	3	2%
Carey BITS - Overcoming Thinking Traps	1	1%
Carey BITS - Overcoming Automatic Responses	1	1%
Referral to Employment Agency	2	1%
Change Company Employment Journal	2	1%
Change Company Peer Relationships Journal	1	1%
Total	185	26.5%

Incentives

Verbal Praise	157	32%
Decreased Reporting	48	10%
A Better You Certificate	37	8%
Report to Court	175	36%
Recovery Is A Process Coin	9	2%
Transit Token	4	1%
Travel Permit	8	2%
Calming Strip	10	2%
Framed Inpatient Treatment Certificate	14	3%
CBT Coloring Book & Pencils	5	1%
Gratitude Journal	8	2%
Serenity Coin	6	1%
Reduce Supervision Level	3	1%
Substitute Telephone/Virtual Appointment for In-Person	5	1%
Affirmation Card	1	0%
Mental Health Journal	1	0%
Total	491	70.2%

SECTION 16:

COST SAVINGS ANALYSIS

Pretrial Services primarily focuses on reserving jail resources for individuals who genuinely pose a risk to public safety or have a risk to flight. However, it's important to acknowledge the local monetary savings and the intangible benefits that participants experience. These include the opportunity to return to their families and employment, as well as the chance to participate in pre-sentence programming and services.

Cost savings are calculated by multiplying the *total number of days an inmate is supervised* by the *daily per diem* cost associated with housing them in an outside facility due to overcrowding or other issues. For pretrial juvenile cases, the average rate to house an individual in a secure detention facility is used. The Cass County Sheriff has determined the daily per diem cost to house an inmate in \$40.00 per day. The agreed-upon average rate to detain a juvenile in a secure facility is \$200 per day. It's crucial to emphasize that this is a local diversion of savings. We used the \$40 per diem in our calculations because the Cass County Jail primarily housed inmates from neighboring counties for most of 2024, generating revenue for the county in addition to the expenses diverted.

In 2019, Pretrial Services expanded its target population to include juvenile defendants who have been waived into adult court or are the result of direct files to divert costly detention expenses when appropriate and not a risk to public safety or flight. Juvenile participants also receive continued guidance through the adult criminal justice system and are offered programming and resources, such as access to our high school equivalency program.

\$524,160

Jail Bed Revenue Generated

Due to the reduction in the jail population caused by the pretrial release program, the Cass County Jail housed 548 inmates from the Wabash, Carroll, and Howard County jails for a total of 13,114 days, generating \$524,160 in revenue that reverted back to the County General Fund in 2024.

\$1,721,120

Cost Savings in 2024

The costs savings for 2024 is calculated by multiplying the total number of days adult clients were supervised by the daily per diem. The agency saw a 7% increase in cost savings in 2024.

118

Years in Jail Bed Stays Diverted

The agency diverted 107 years in jail bed stays in 2024. *Jail Bed Stays Diverted* is calculated by dividing the total days supervised by 365 days.

43,028

Days Supervised in 2024

In 2024, the agency supervised 363 individual clients for a total of 43,028 days. The agency saw an 20.1% increase in days supervised in 2024 and 30.6% increase in clients served.

82%

2024 Cost Savings Rate

The Cost Savings Rate is the percentage of the Total Cost Savings remaining after subtracting the Annual Operating Cost.

\$1,122,577.00

New Grant Revenue Awarded

Court Services generated over \$1,122,577.00 in new funding in 2024. Awards include IOCS Grant, Court Technology & Security Grants, Mental Health/SUD/SIM Grants and IDOC Community Corrections & Pretrial Grants. Court Services has written and been awarded over \$5.8 million in new grant funding/revenue for the County in the past six years.

2024 COST SAVINGS VS ANNUAL OPERATING COSTS

	Annual Operating Costs	Cost Savings	Percent Savings
Total Operating Cost (Grants Included)	\$309,119.13	\$1,721,120.00	82%
Total Operating Cost (County Funds)	\$217,611.20	\$1,721,120.00	87%

2021-2024 COST SAVINGS PROGRESSION

	Annual Operating Costs	Cost Savings	Percent Savings
2021	\$112,969.66	\$912,480.00	88%
2022	\$159,924.42	\$984,480.00	84%
2023	\$195,983.50	\$1,598,760.00	88%
2024	\$309,119.13	\$1,721,120.00	82%

2023 COST SAVINGS BY COMPONENT

	Daily Per Diem	Days Supervised	Cost Savings	Average Savings Per Client
Cass County Jail	\$40.00	43,028	\$1,721,120.00	\$4,741.38

PROJECTED COST SAVINGS

	Percent Savings	1 Day	30 Days	90 Days	180 Days	365 Days
Juvenile Detention Per Diem	97%	\$200.00	\$6,000.00	\$18,000.00	\$36,000.00	\$73,000.00
Cass County Jail Per Diem	86%	\$40.00	\$1,200.00	\$3,600.00	\$7,200.00	\$14,600.00
Pretrial Services Per Diem	---	\$34.35	\$1,030.50	\$3,091.50	\$6,183.00	\$12,537.75

INTANGIBLES

Pretrial supervision offers numerous benefits, beyond saving incarceration expenses and reserving jail resources for high-risk offenders. It enables participants to return to their families and employment, participate in treatment and programming, and resume their daily lives. However, the consequences of pretrial incarceration on low to moderate-risk offenders extend beyond job loss. Research has shown that detaining defendants solely based on their inability to make bail increases their likelihood of reoffending, misconduct, and recidivism. Furthermore, there are economic savings to the county that data cannot fully quantify. Before Pretrial Services, individuals who sustained injuries while incarcerated or had acute medical conditions, such as high-risk pregnancies or terminal illnesses, were medically released on their own recognizance without supervision or bond. Pretrial Services now absorbs these clients into the program, providing them with access to essential medical care and diverting potential financial liability from the county, amounting to over \$25,000 to \$30,000 per case. In 2023, approximately 24% of Pretrial Services' clientele consisted of clients with emergent health issues, including three high-risk pregnancies. Additionally, the program accommodated clients with intellectual disabilities, chronic health conditions, terminal illnesses, and acute mental health challenges

In 2024, approximately 24% of Pretrial Services' clientele faced emergent health challenges, including three high-risk pregnancies, as well as clients with intellectual disabilities, chronic health conditions, terminal illnesses, and acute mental health issues.

2025 PROJECTED PER DIEM

\$309,084 Total Expenditure /365 Days in a Year/160 Average Participants Per Day =

\$5.29 Average Cost per Participant per Day of Supervision vs the \$40 daily per diem to house an inmate in the local jail, an 87% savings.

2025 PROJECTED COST SAVINGS

	Annual Operating Costs	Estimated Cost Savings	Percent Savings
Total Operating Cost (Grants Included)	\$309,084.00	\$1,900,000.00	84%

CY2025 PROJECTED BUDGET SUMMARY

	IDOC Grant	County General	Total
100 Series: Personnel	\$62,590.00	\$199,847.00	\$262,437.00
200 Series: Supplies		\$5,250.00	\$5,250.00
300 Series: Professional Services	\$15,000.00	\$7150.00	\$22,150.00
400 Series: Capital		\$5500.00	\$5,500.00
Total Budget	\$77,590.00	\$211,597.00	\$289,187.00

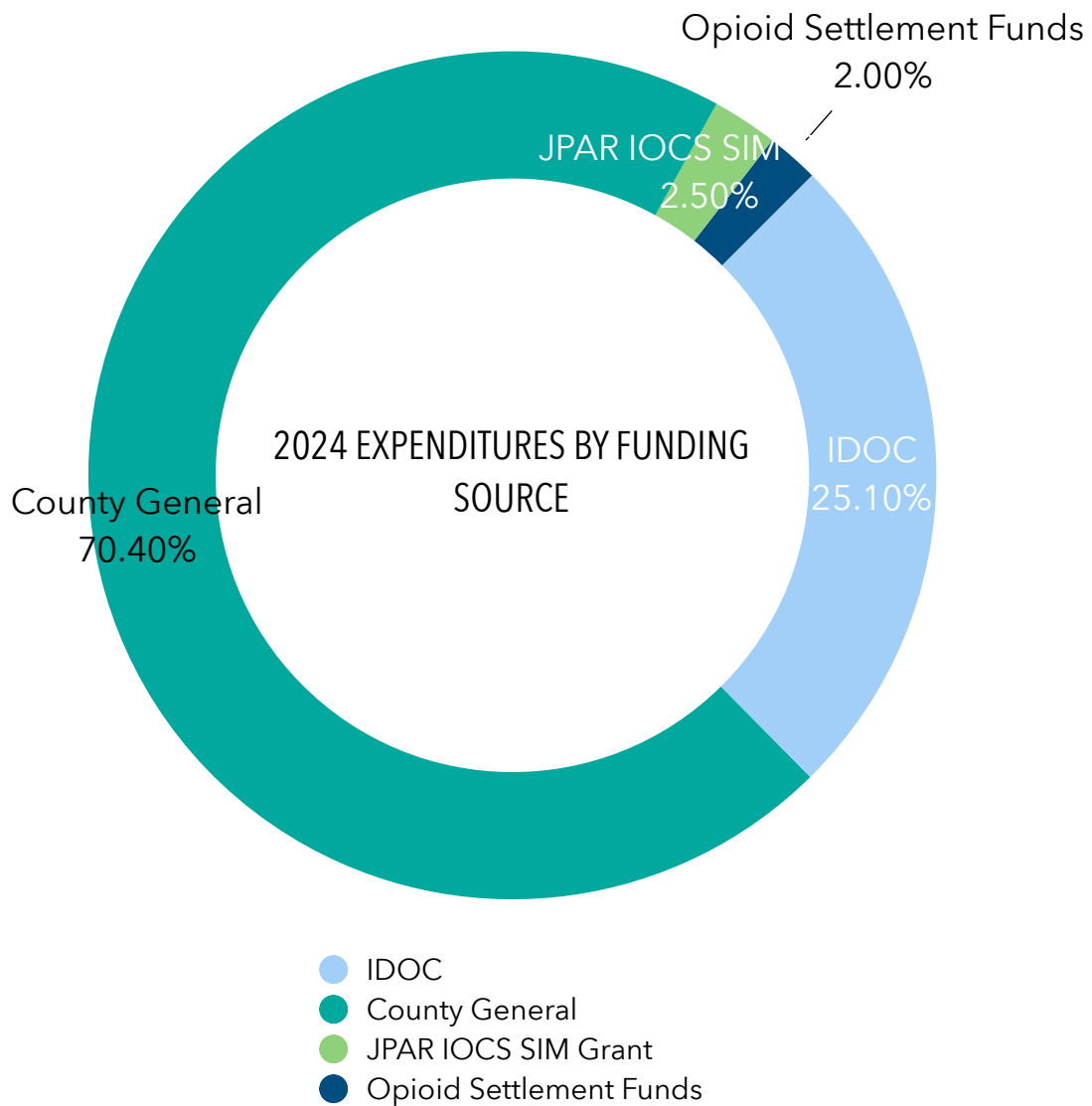
SECTION 17:

FINANCIAL OVERVIEW

The annual operating costs for Cass County Court & Pretrial Services represent the actual funds spent to run the agency. Despite increases in personnel expenses and the addition of the Treatment Division, we were able to maintain a Cost Savings Rate of over 80% due to increased utilization. As shown in the chart below and the CY2025 Projected Budget, the agency's expenditures consist primarily of personnel costs, which are funded through various sources including the Indiana Department of Corrections and the Cass County General Fund. Additionally, the agency receives supplemental contributions such as awarded Opioid Settlement Funds for the Treatment Division and training, as well as a portion of JPAR SIM Grant funds that provide for the eCourse Learning Platform and interventions.

FUNDING SOURCE AND BUDGET SUMMARY FIVE YEAR TREND

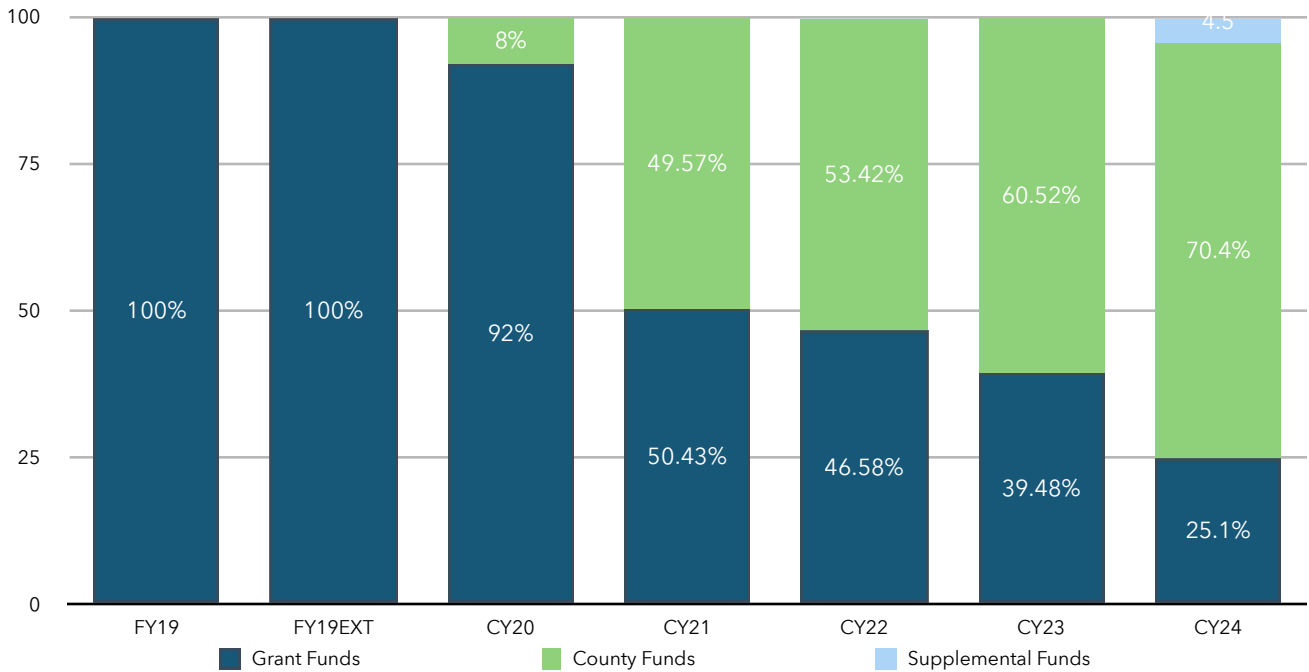
	CY20	CY21	CY22	CY23	CY24	Percent Change
Total Clients Served	136	188	228	299	363	21.4%
Grant Funding						
IDOC Grant Funds	\$59,715.80	\$59,716.00	\$59,716.00	\$77,590.00	\$77,590.00	0.0%
ICJI Grant Funds	\$1,063.67	\$2,294.99	-	-	-	
IOCS Pretrial Grant Funds	-	-	\$15,000.00	-	-	
IOCS SIM Grant Funds	-	-	-	-	\$7,728.44	100%
Total Grant Funding Received	\$60,779.47	\$62,010.99	\$74,716.00	\$77,590.00	\$85,318.74	9.96%
Opioid Settlement Funds					\$6,189.90	100%
IDOC Funds Returned (Carryover)	\$3,226.43	\$5,043.25	\$217.97	\$212.32	\$217.95	2.65%
IOCS Funds Returned	-	-	\$0.07	-	-	-
Local Funding						
Adult Probation Budget (Funding Ended March 31st of 2021)	\$4,906	\$3,435.00	-	-	-	-
County General Funds	-	\$52,566.92	\$85,726.46	\$118,965.99	\$217,611.20	82.9%
Total Expenditures						
Total Expenditure	\$62,459.04	\$112,969.66	\$159,924.42	\$195,983.50	\$309,119.13	57.7%
Percent Grant Funded	92%	50.43%	46.58%	39.48%	25.1%	(36.4%)
Percent County Funded	8%	46.53%	53.42%	60.52%	70.4%	16.33%



CY2024 BUDGET

	IDOC Grant	County General	Total
100 Series: Personnel	\$62,590.00	\$156,594.00	\$219,184.00
200 Series: Supplies		\$5,250.00	\$5,250.00
300 Series: Professional Services	\$15,000.00	\$7,150.00	\$149,150.00
400 Series: Capital		\$5,500.00	\$5,500.00
Total Budget	\$77,590.00	\$174,494.00	\$379,084.00

GRANT FUNDING VS COUNTY FUNDING



FEE SCHEDULE

Courts Services strives to sustain the pretrial release program without requiring user fees to align with best practices and remove all economic factors and related disparities from the program. Pretrial Release Participants are only required to pay the cost of drug screens administered during their pretrial supervision and the cost of GPS Monitoring, if they are found to be guilty of the alleged offense for which they were released. Said costs are assessed as a judgment at the end of their case and ability/inability to pay is not a factor in determining their participation in the program.

Cass County Pretrial Services by the authority of the Cass County Judiciary, does not elect to collect user fees as authorized under IC 35-33-8-3.3. Pretrial Services sustains itself by a combination of grant funding and local county funding and support.

The cost for Pretrial Release GPS Monitoring is \$3 per a day, as outlined in the Cass/Pulaski Community Corrections User Fee Schedule. It is noted that this fee was reduced from \$7 in November 2021, due to Pretrial Services providing their own case management and now, installing GPS monitoring units and providing 90% of GPS support independently. If not paid, CPCC considers it a contribution in kind to the program that is offset by the data reporting and grant writing and management that the Court Services Director provides to community corrections with no reimbursement.

In 2024, with the support of the local Judiciary, Cass County aimed to reduce the use of electronic monitoring as a condition of pretrial release, noting its lack of impact on outcomes. No clients were supervised with this special condition in 2024.

PROGRAM PER DIEM

Pretrial uses the following formula to calculate the estimated average cost to supervise a participant:

$\$309,119.13$ Total Yearly Expenditure/365 Days
Per Year/150 Average Participants Per Day =

$\$5.65$ Average Cost Per Participant Per Day of Supervision vs. the \$40 daily per diem to house an inmate in the local jail or the \$200 daily per diem to detain a juvenile.

“The current Pretrial Daily Per Diem is \$5.65 vs the \$40 daily per diem to house an inmate in the local jail, an 86% savings.”

PROGRAM PER DIEM 4 YEAR TREND

	CY2020	CY2021	CY2022	CY2023	CY2024	Percent Change
Per Diem	\$2.85	\$4.29	\$5.09	\$4.47	5.65	26.4%

COST SAVING REVISITED

	Annual Operating Costs	Cost Savings	Percent Savings
Total Operating Cost (Grants Included)	\$309,119.13	\$1,721,120.00	82%
Total Operating Cost (County Funds)	\$217,611.20	\$1,721,120.00	87%

As previously highlighted, the Annual Cost Savings for 2023 was \$1,598,760.00 and does not take into account the intangible benefits to the clients, county medical and liability savings, and extra grant revenue generated by the department.

Despite the increase in personnel costs to fund an additional case manager, the increase in population and program utilization not only neutralized this increase in expenses, but also reduced the program per diem by 12% and actually increased the cost saving ratio to the county by over 4%.

SECTION 18:

COLLABORATION & CONCLUSION

Cass County Court & Pretrial Services believes that continued collaboration with local courts, stakeholders in the criminal justice system, surrounding communities, and service providers is key to making an impact on clients' lives and ensuring community safety. The program greatly values the trust of its stakeholders, community, and clients, and strives to prioritize those relationships as the key to its success. It works to ensure its services continue to honor local values and promote public safety. As the program grows and new opportunities arise, Court & Pretrial Services remains committed to servant leadership, client-centric supervision, and ensuring each person it serves feels valued.

The Local JRAC Council shares this core philosophy and vision, and has increased collaboration with partners in the local criminal justice system to promote continuity of care, maximize resources, and pursue new funding and programming opportunities. Pretrial Services has helped spur a cultural shift toward evidence-based decision making and rehabilitative alternatives to incarceration, both pre- and post-conviction. In conclusion, this section provides a brief description of the program's collaborative initiatives and community partners.

CCCPS continues to partner with its sister organization, Cass/Pulaski Community Corrections, to advance evidence-based practices, grant writing and management, quality assurance, performance measurement, data projects, and various other community supervision initiatives. The Community Corrections Director and Court Services Director currently serve as Chair and Co-Chair of the Local JRAC Council, working diligently together to improve services for the courts and community. The Court Services Director, who serves as the Quality Assurance & Evidence-Based Practices Coordinator for both agencies, facilitates staff trainings and internal audits. Over the past two years, Court Services has taken over funding for Community Corrections' therapeutic division and expanded peer services, utilizing grant funding from IOCS. The two agencies have combined their Advisory Board, Pretrial Policy & Stakeholder Teams, and continue to collaborate on technology improvements, including their interactive website. Their shared goal is to expand therapeutic programming, mental health services, and jail programming.

The Cass County Sheriff's Department and 4C Health's Jail Therapy Program is being supported by Court Services and Community Corrections. Using risk level and needs identified during the Pretrial Screening Stage, they are assisting in selecting candidates for this new program, which targets inmates with substance use disorders. Both agencies remain actively committed to this collaborative initiative to bring therapeutic treatment programming to the local jail.



Psychotherapy Associates of Kokomo (PAK) is the agency's primary behavioral health partner, staffing our new Therapeutic Services Division. This division is led by our new Treatment Director, Stan Antonelli III, LCSW, LCAC, a Licensed Psychotherapist, along with two additional clinicians who provide individual counseling, addiction treatment, and medication management. Additionally, through our partnership with 4C Health we provide clients with access to two dedicated Peer Recovery Specialists who can help them engage with support and recovery services in the community.

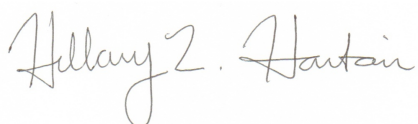
The agency collaborates with Justice System Partners and Dr. Lovins, who provide technical assistance and support in implementing the Coach Referee Model for Change. They share a commitment and investment in client success, helping individuals on supervision develop pathways to improve their lives and thrive beyond supervision. All Pretrial Services staff, including administration, case management, and therapeutic clinicians, are participating in this initiative to support the agency's coaching organizational culture.

The Court Services department has expanded its services to the Courts. In addition to judicial conflict prescreening, case filing and processing statistics, and high-level felony abstracts, the department assists the Courts in securing new funding sources and managing grants. It also supports quality assurance efforts and staff training. As the primary source of local jail data, court data, and sentencing outcome reports, the department plays a crucial role through the Local JRAC Council. Furthermore, the department's Director serves as the Financial Executive Officer for the county's opioid settlement funding, overseeing the funded community projects and microgrants.

In June 2024, Hillary Hartoin, the Director, was appointed by Chief Justice Loretta Rush to serve on the Indiana Judicial Conference Pretrial Committee that coordinates the oversight, education, development, and certification activities for Indiana pretrial services agencies. She also chairs the Indiana Pretrial Data Subcommittee and Coordinator Subcommittees. She has assisted in implementing the pretrial performance measures and data collection initiative. Additionally, she provides input on proposed policy changes and best practices, and completes staff orientation and training. Passionate about pretrial advancement at the state and national level, Director Hartoin is an active member of the APPR Pretrial Practitioner Network and National Institute of Corrections Pretrial Executive Network. She regularly presents at national professional conferences on topics such as data, performance measurement, and supervision practices. She continues to seek partnerships and provide educational opportunities for local law enforcement and other community agencies.

Recognizing the invaluable support from our community partners, including the local criminal justice system, Judiciary, County Council and Commissioners, Indiana Supreme Court, Office of Court Services, Department of Corrections, Justice System Partners, Center for Effective Public Policy, APPA, and National Institute of Corrections, the Department remains steadfastly committed to serving and collaborating with these and other local and national partners. Our shared goal is to drive positive change that strengthens the pretrial release program and positions Cass County Court & Pretrial Services as a community leader in evidence-based, needs-focused client supervision. Most importantly, we strive to make a meaningful difference in the lives of our clients and contribute to a safer community overall.

Annual Report prepared and respectfully submitted by:



Hillary L. Hartoin

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Cass County Local JRAC Chair



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