



Amended Advisory Board Meeting Minutes August 19, 2026

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

VISION: To beat all aspects of recidivism.

Board Members Present: Judge Lisa Swaim, Judge Mary Welker, Jen Shafer, Director Dave Wegner, Director Hillary Hartoin, Detective Joe Nies for Ed Schroder, Ruth Baker, Terry Haney, Will Scott and Roger Spencer.

Dave Wegner presided over the meeting, which was held on Wednesday, August 19, 2026, at 3:00 pm. A hybrid meeting format was used with in-person attendance in the Bicentennial Room of the Cass County Government Building and virtual participation via Lifesize. A quorum was met.

Minutes: The Board reviewed the Advisory Board Minutes dated July 8, 2026. Discussion took place. Will Scott made a motion to approve the minutes as presented; Lisa Swaim second. Vote taken and unanimously approved

Executive Director Report

Director Wegner presented the Board with an update on the agency's budget and financial standing. The financial report for the quarter ending June 30, 2026 is attached. As of June 30, 2026, the department holds cash balances in the following accounts:

363 IDOC Grant	\$133,045.80
312 Home Detention	\$329,451.39
370 Project Income	\$29,688.77
371 Project Income	\$390,256.82
397 CTP	\$265,385.53
CPCC WR General Fund (Bank)	N/A

This quarter resulted in a project income decrease of \$53,962.02 for an account balance of \$1,014,782.51

Note: Said amount does not include IDOC Grant Funds or the Work Release General Fund

Quality Assurance Report

The Court Services Director, Hillary Hartoin, continues to oversee the agency's quality assurance department. As part of the department's ongoing Continuous Quality Improvement (CQI) efforts, implementation of the Justice System Partners (JSP) Journeys AI Notetaker and Coaching Certification Program began in June 2026. The initiative is designed to strengthen evidence-based supervision practices, improve consistency in case management, enhance staff coaching and quality assurance, and reduce administrative workload while supporting improved client outcomes. Beginning August 1st, the department established an expectation that at least 90% of client interactions be entered into the Journeys AI Notetaker, allowing supervisory staff to more consistently evaluate documentation quality, fidelity to evidence-based practices, and opportunities for individualized staff coaching

Quality assurance monitoring also continues to include review of program violations and supervision outcomes. The August report reflected 8 clients returned to the Cass or Pulaski County Jail on alleged program violations. Since completion of the monthly report, three additional violations have occurred within the past week. These recent violations will be reviewed individually to identify contributing factors, supervision responses, documentation quality, and whether opportunities existed for earlier intervention. The purpose of this review is not simply to count violations, but to identify trends and determine whether adjustments to case planning, contact strategies, behavioral interventions, or staff coaching may improve supervision outcomes.

Moving forward, data generated through the Journeys AI Notetaker will be incorporated into the department's broader quality assurance process alongside established performance measures, including violation, safety, completion, and drug-screen positivity rates. The August report currently identifies a 22% violation rate, 93% safety rate, 78% completion rate, and 10% drug-screen positivity rate. These measures, combined with review of recorded client interactions and the three recent violations, will allow the department to move beyond simple compliance monitoring toward a more meaningful CQI process focused on practice fidelity, early identification of supervision concerns, targeted coaching, and measurable improvement in client outcomes.

PREA Update

It was reported by Director Wegner that this past quarter the Department investigated zero (0) PREA incidents.

CPCC Personnel Report

Director Wegner presented the Board with an update on the agency's staffing and personnel.

Resignations/Dismissals

This past quarter the following personnel resigned or have been dismissed from the Department.

- Jesse Medina – Full Time Correctional Officer

New Hires

The following have been recent new hires of the Department.

- Jesse Medina – Part Time Correctional Officer
- John Hatton – Part Time Correctional Officer/Water Crew

The agency is struggling to maintain appropriate staffing levels. While the work release program's hybrid model requires 15 to 16 full-time officers to operate effectively, it currently relies on six full-time officers (with one position approved but unfilled) and 13 part-time officers. Furthermore, summer work crew obligations have increased our operational demands, and finding applicants to fill these open positions remains a significant challenge.

CY2027 Grants Awards

The CY2027 Indiana Department of Correction (IDOC) Community Corrections grant award announcements have been released. Cass County Community Corrections received a \$118,582 reduction in funding within the Work Release grant allocation. No funding reductions were made to the Home Detention grant. Director Wegner will provide an overview of the funding changes, discuss the anticipated operational impacts of the Work Release reduction, and present the agency's strategic plan for maintaining services while addressing the budget shortfall. The IDOC provided the following statement regarding funding reductions:

"As part of the grant review process, the Indiana Department of Correction collaborates closely with the Indiana Office of Court Services (IOCS) to ensure funding decisions are aligned with need, impact, and program effectiveness across the state. Our funding decisions incorporate several additional considerations, including but not limited to:

1. *Use and implementation of evidence-based practices*
2. *Number of felony participants served*

3. *Target populations*
4. *Number of felony diversions from the department*
5. *Program performance, capacity, and demonstrated outcomes*
6. *Community Corrections Advisory Board prioritization and recommendations*
7. *Funding formula indicated amounts*
8. *Unique county level circumstances or emerging needs”*

Entity	Award
Community Corrections	\$ 671,956
Community Supervision	\$ 407,485
Residential/Work Release	\$ 264,471
Drug Court	\$
Mental Health Court	\$
Veterans Court	\$
Reentry Court	\$
Alcohol & Drug Program	\$
Probation	\$
Pretrial Services	\$
Prosecutor's Diversion	\$
Jail Treatment	\$
Total Advisory Board Award	\$ 671,956

Agency Fee Schedule Review and Proposed Income Withholding Order

Discussion previously took place regarding the proposed fee schedule, which was tabled pending further investigation into using the Child Support Worksheet as a potential model for developing a formula to determine participant fees. The group also discussed whether the SRS Financial System could assist with calculations and reduce the administrative burden on staff. Director Hartoin will speak with Lisa Thompson of IOCS regarding available options and system capabilities.

An updated Income Withholding Order was reviewed. The group approved implementing a process in which clients with an outstanding balance will be provided one month to make payment or establish compliance. If the balance remains outstanding, an Income Withholding Order may be utilized as an intermediate sanction and collection mechanism. The Income Withholding Order was prepared by Director Hartoin and approved by Judge Swaim.

Discussion regarding the proposed participant fee structure will continue at the next meeting.

2027 Budget and Forecast

Director Wegner presented the agency's budget forecast report and provided an overview of the projected financial outlook.

Financial Overview and Revenue Offset

Cass/Pulaski Community Corrections (CPCC) maintains annual operating expenses of \$1.8–\$2 million, increasing at an average of 3% per year. These costs are offset by approximately \$1.85 million in revenue drawn from three primary sources: an Indiana Department of Correction (IDOC) Community Corrections Grant (projected at \$700,000), program income (\$800,000), and local support through the County General Fund (\$350,000).

Current Fiscal Status and Funding Request

CPCC is deeply grateful for the \$250,000 allocation of local county funding in 2025 to cover employee health insurance costs — a decision that directly enabled the agency to achieve a balanced budget and continue delivering uninterrupted services to the community. This investment by county leadership was not taken for granted; it represented a meaningful commitment to public safety and the individuals CPCC serves, and its impact has been felt across every level of agency operations.

However, that hard-won stability is now at risk. Statewide reductions to the IDOC Community Corrections Grant are expected to result in a funding loss of approximately \$100,000 for CPCC. In response, CPCC respectfully

requests consideration for supplemental funding — whether in the current fiscal year or in the near term — to offset this anticipated shortfall. The agency remains committed to responsible stewardship of every dollar entrusted to it and will continue pursuing every available avenue to minimize the burden placed on local funding partners.

Personnel & Workforce Stabilization Initiative

CPCC is actively evaluating compensation and staffing restructuring to ensure long-term operational continuity and facility security.

Case Manager Compensation Alignment CPCC's primary compensation objective is to align Case Manager salaries with the state Probation Officer pay scale. This adjustment is estimated to represent an ongoing annual budget impact of \$10,000–\$40,000.

Correctional Officer Workforce Transition To reduce costly turnover and improve operational performance, CPCC is seeking to transition from its current hybrid staffing model to a fully permanent workforce. This includes aligning full-time officer compensation with the Cass County Jail pay standard. Currently, CPCC relies on 6 full-time and 12-14 part-time officers to cover approximately 600 weekly operational hours. The proposed model calls for a roster of 15–16 permanent, full-time officers, requiring the hiring of approximately 10 new full-time positions.

Cost Component	Amount
Gross cost (10 new FTEs at \$50K salary + \$30K benefits)	\$800,000
Offset from reallocated part-time budget	(\$250,000)
Net new funding request	\$550,000

While immediate implementation may not be fiscally feasible, CPCC is committed to incorporating this initiative into its long-term strategic plan. This investment is essential to stabilize operations, reduce vacancy risk, and protect community safety.

2027 Sustainability Plan

Current Financial Trends & Challenges

CPCC maintains a strong fiscal safety net, with emergency reserves representing 50–70% of its annual budget — built entirely from program income. These reserves are estimated to sustain uninterrupted operations for 6–12 months in the event of a complete funding loss, or 1–2 years if revenues decline at historical rates.

Despite this buffer, the agency faces a structural financial imbalance. Revenue streams have remained largely stagnant — comprising 42% grants, 42% program income, and 16% local support — while expenditures continue to climb at 3–5% annually. This trajectory is driven by operational inflation and the salary adjustments of 3–8% necessary to recruit and retain qualified case management and correctional staff. The anticipated \$100,000 reduction in IDOC grant funding for 2027 further compounds this structural deficit.

Implemented Cost-Containment & Revenue Measures

Over the past several years, CPCC has pursued both expenditure reductions and revenue enhancements to restore fiscal balance:

- **Cost Reductions:** Eliminated a full-time case manager position through attrition (retirement), delayed replacement of a full-time correctional officer, and renegotiated vendor contracts.
- **Revenue Stabilization:** Maintained optimal program income rates and met established revenue targets.
- **Strategic Partnerships:** Collaborated with Cass County Court Services to access Indiana Office of Court Services grant funding, sustaining high-quality, in-house therapeutic programming that supports client engagement and successful program completion.

Stabilization Efforts & Remaining Deficit

Having exhausted all available internal cost-reduction measures by 2025, CPCC worked with the Cass County Commissioners and County Council to address the remaining deficit. The resulting decision to absorb employee health insurance costs into the county budget reduced CPCC's operating expenses by approximately \$250,000, providing critical relief. However, the underlying structural deficit persists. Expenditures continue to outpace revenues, grant funding has failed to keep pace with inflation, and the projected \$100,000 IDOC funding reduction further widens the gap.

Future Outlook and Contingency Planning

CPCC will aggressively pursue alternative funding streams to offset projected grant losses. In the absence of supplemental revenue, the agency will draw on its program income reserves to sustain operations. While these reserves offer a meaningful runway of approximately 1–2 years during a significant funding crisis, this approach is not sustainable long-term. As reserves approach critical levels, CPCC will face difficult decisions regarding service reductions or program eliminations — outcomes that would directly impact community safety and the populations CPCC serves.

Strategic Partnerships

Collaborated with Cass County Court Services to access Indiana Office of Court Services grant funding, sustaining high-quality, in-house therapeutic programming that supports client engagement and successful program completion. This partnership has been instrumental in maintaining the agency's Therapeutic Services Division, which represents approximately 8% of total agency expenditures. By leveraging external grant support rather than absorbing these costs internally, CPCC has been able to protect core operational funding while continuing to deliver evidence-based programming that directly contributes to positive client outcomes and reduced recidivism.

Summary

Cass/Pulaski Community Corrections enters 2027 from a position of measured stability — but not without significant risk. Through disciplined fiscal management, strategic cost reductions, and the critical support of county leadership, the agency has maintained balanced operations and preserved essential community safety services. However, stagnant revenues, rising operational costs, and an anticipated \$100,000 reduction in state grant funding create a structural deficit that cannot be resolved through internal measures alone. CPCC respectfully calls upon its stakeholders and funding partners to consider the requests outlined in this report — including supplemental grant replacement funding and a pathway toward workforce stabilization — as investments not only in this agency, but in the safety, rehabilitation, and long-term well-being of the communities and individuals we serve.

Board Comments:

None

Adjourn

There being no other business, Hillary Hartoin made a motion to adjourn the meeting; Lisa Swaim second. Vote taken and unanimously approved. Meeting adjourned at 4:00 pm

Upcoming Meetings/Events

October 21, 2026	3:30 p.m.	CPCC Advisory Board Meeting	Cass County Government Building 200 Court Park Bicentennial Room
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Respectfully submitted,

/s/ Hillary L. Hartoin

Hillary Hartoin
Court Services Director
Secretary, Cass/Pulaski Community Correction Advisory Board