



NAPSA WEBINAR SERIES

SURVEILLING TO SUPPORTING

COACH REFEREE MODEL FOR CHANGE (CRMC) IN PRETRIAL SUPERVISION



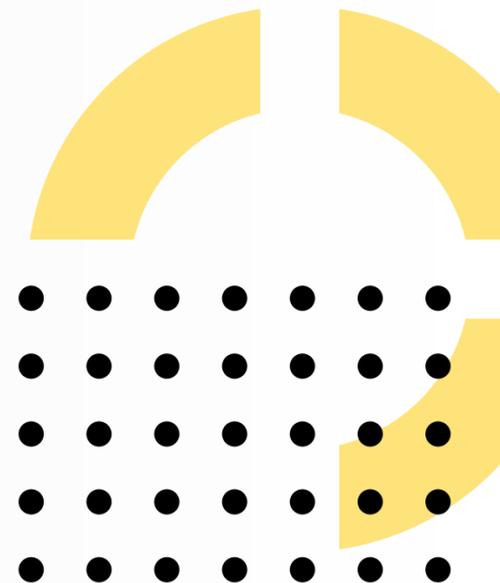
Hillary Hartoin, Cass County Court Services

Dr. Brian Lovins, President, Justice System Partners



What Are We Exploring Today?

- Ways to help people get to court at higher rates
- Engaging people into treatment, without the risk for incarceration
- Ways the coaching model can help people remain on pretrial without engaging in new crimes
- Real-world examples from Cass County, IN showing this approach in action



THE PURPOSE OF PRETRIAL SERVICES



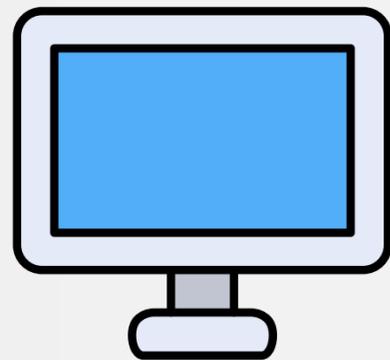
ENSURING COURT APPEARANCE

PREVENTING NEW ARRESTS

ADMINISTERING JUSTICE FAIRLY
SUCCESS

WHY THE CURRENT MODEL FALLS SHORT?

INTERVENTIONS ARE MISALIGNED WITH THE STATED PURPOSE





THE SYSTEM IS
DESIGNED FOR
REFEREES



HOW WE COUNTERACTED THE REFEREE ROLE



Redefine The Role of Staff to Coaches

WHY PEOPLE MISS COURT – AND WHY SUPERVISION ALONE FALLS SHORT

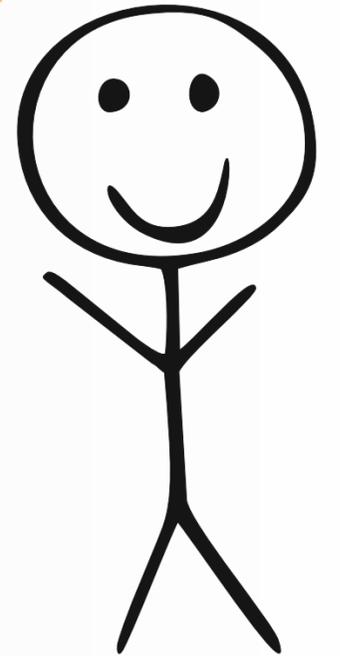
WHERE THEY ARE...



WHAT IS GETTING IN THE WAY OF COMING TO COURT AND STAYING OUT OF TROUBLE WITH THE LAW?



WHERE THEY WANT TO ...



COMPLIANCE-BASED VS SUCCESS-BASED SUPERVISION



Compliance-Based

- **Focus:** Adherence to rules and conditions of release.
- **Driver:** Motivation is based on a fear of penalties or negative consequences.
- **Philosophy:** Involves routine monitoring and review to detect non-compliance.
- **Outcome measurement:** Success is defined by the absence of violations or failure.
- **Relationship:** The officer acts as an enforcer of rules, a referee, creating an authoritative and often fear-driven dynamic.

Success-based

- **Focus:** Participant development, building on existing strengths and positive outcomes.
- **Driver:** Motivation is driven by growth and stability with a shared goal of client success.
- **Philosophy:** Involves collaborative coaching, solution-focused dialogue, and skill development.
- **Outcome measurement:** Success is defined by goal achievement, increased stability, and progress.
- **Relationship:** The officer acts as a mentor and coach, building a trusting and collaborative relationship with the client.

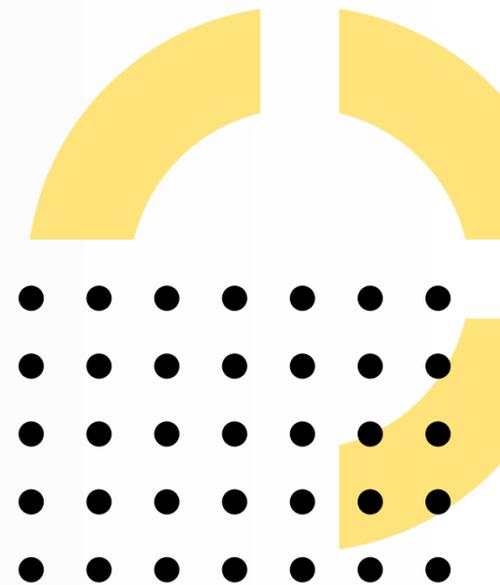
REIMAGINING COMMUNITY SUPERVISION



From: Rule enforcement and penalty
To: Coaching, support, and accountability

From: Surveillance and fear
To: Skill-building and stability

From: Measuring compliance
To: Measuring success



People Thriving: Coach-Referee Model for Change

Playbook & Connection

Coaches

Guidance & Support
Growth & Accountability



People in the System

Human-Centered
Skill Building



Organizations

Aligned Policies
Hiring & Training



Communities

Partnerships
Shared Goals



Environment

Safe Spaces
Effective Practices



Support Stories

Staff Wellness
Facility & Resources



Journeys.do



People Thriving

DIMENSIONS OF A COACH

APPROACH

People can change

Individualized paths forward

Progress, not perfection

Trying their best

CONNECTION

Care about the person as a human being

Meaningful interactions

Invested in success

Care, support, engage

PLAYBOOKS

Winning plays

Learning and growing

Some plays fail, back to the drawing board

Because a play isn't successful, doesn't mean it can't be used later

SUCCESS

Helping a person reach their potential

Helping people thrive, regardless of their situation

Building paths to success/best selves

Cass County's Shift to Coaching-Centered Pretrial Support

- Launched in 2018 to address jail overcrowding under Indiana's Pretrial Release Initiative
- **Identified that risk-based release without support perpetuated inequities** in access to services
- Historically, individuals often had to **enter pleas to access treatment or exit jail**
- **Implementation of a coaching-based supervision model** became the **core value system** guiding this shift—prioritizing support, skill-building, and success over surveillance and compliance
- Therapeutic Services Division launched in 2024, providing voluntary counseling, addiction treatment, and medication management

Key takeaway:

- Coaching-centered pretrial practice creates equitable access to voluntary supports and improves outcomes—without compromising the presumption of innocence.



EVERY HOUR MATTERS: WHY IT MATTERS

SHORTENS TIME AT RISK

the critical pretrial window between arrest, release, and connection to services, when people are most likely to miss court, struggle with compliance, or reoffend

TIME AT RISK IS DRIVEN BY SPEED TO SUPPORT

Delays between release and services increase risks to public safety and court appearance. **Most individuals are connected to support within 4-6 hours of arrest.**

RAPID COORDINATION PROTECTS DIGNITY

and helps keep families and communities intact

PROMPT CONNECTION TO SERVICES IMPROVES OUTCOMES

while maintaining public safety and court appearance rates-20% more likely to avoid rearrest and attend all court hearings when actively engaged in supportive services

HOW IT WORKS

1 PRETRIAL ASSESSMENT



- Completed within hours of arrest
- Early morning reports equip judges with timely, reliable information for fair release decisions

2 PROBABLE CAUSE HEARING



- Held by 8 a.m.
- When release is granted, most people leave jail by 10 a.m.

3 IMMEDIATE CONNECTION TO SUPPORT



- By 11 a.m., individuals meet with a pretrial officer or clinician
- Supports may include treatment, counseling, housing assistance, transportation and family reunification

EVERY HOUR MATTERS

THE IMPACT

**FASTER
RELEASE
LEADS TO
FASTER
STABILITY,**



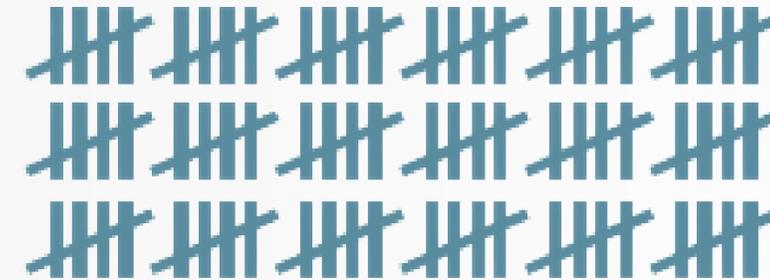
reducing unnecessary
detention and system churn

86%

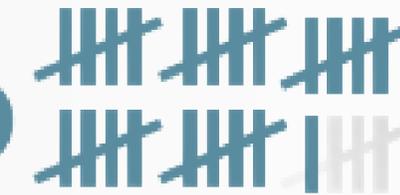
**REDUCTION
IN PRETRIAL
DETAINEES
SINCE 2018**



reflecting safer, more efficient
release practices

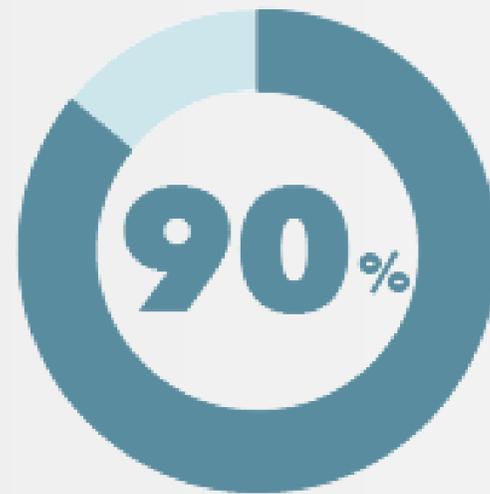


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**YEARS OF JAIL TIME
AVOIDED IN 2025**

a downstream result of timely decisions and early
support, not the goal itself



**90%
OF INDIVIDUALS
ASSESSED &
CONNECTED TO
SERVICES WITHIN
4-7 HOURS**

Swift support reduces the window for
failure and reoffending.

76%

**VOLUNTARY
SUPPORTIVE
SERVICES
ENGAGEMENT**

People actively
participating in support
services are more likely
to succeed and less
likely to return to jail.

COACHING MODEL IN ACTION

2025 CASS COUNTY OUTCOMES

- 381 clients served in 2025 - Better outcomes, increased stakeholder confidence
 - +8% over 2024, +180% growth over six years
- 92 inpatient treatment placements secured (+20%)
- 111 peer referrals generated (+247%)
- 206 clients engaged in voluntary counseling (+62%)
- 95% Appearance Rate, 90% Safety Rate
- 20% increase in successful program completions
- 15% reduction in unsuccessful terminations
- 78% increase in employment and housing stability at case closure
- 27% of cases dismissed or resolved through diversion
- 116 jail-bed years diverted, \$1.69 million in estimated cost savings



Coaching-centered pretrial services deliver high appearance rates, strong public safety outcomes, and measurable system savings.



RESOURCES



SCAN QR CODE
TO DOWNLOAD NOW!



NAPSA WEBINAR SERIES

Thank you!

FOR MORE INFORMATION

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