

Recommendations to the Monroe County Council

As adopted by the Justice Fiscal Advisory Committee

2023

Voting Members:

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Justice Fiscal Advisory Committee (JFAC) Recommendations to the Monroe County Council

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Acknowledgement

Our County owes thanks to those who served on The Justice Fiscal Advisory Committee (JFAC). First, we recognize the hours of work done by County Council staff, and in particular Courtney Moser and Kim Shell, this body could not have existed had it not been for the intellect and diligence of these two. Second, thanks goes to those who served on the JFAC: Beverly Calendar-Anderson (Director, Community & Family Resources Department at City of Bloomington), Penny Githens (Monroe County Commissioner), Linda Grove-Paul (Centerstone), John Hamilton (Bloomington Mayor), Misty James (Lived Experience), Isabel Piedmont-Smith (Bloomington City Council), Ruben Martí (Monroe County Sheriff), Melanie Vehslage (Monroe County Health Department), April Wilson (Monroe County Prosecutor), and Karen Wrenbeck (Monroe County Public Defender). Gratitude must also be extended to the Monroe County Council who recognized the need for this body and who will make the difficult funding decisions: Kate Wiltz (President), Trent Deckard (President Pro Tem), Jennifer Crossley, Marty Hawk, Peter Iversen, Geoff McKim, and Cheryl Munson.

Lastly, this report stands on the shoulders of those who started this work. Namely Eve Hill and Ken Ray and their associates. Their reports from 2019, were foundational to the work done here. We must also call out the work of Margie Rice who guided efforts and helped shape the ideals upon which we formed this body.

Introduction

The Justice Fiscal Advisory Committee (JFAC) arose on May 09, 2023, from twin concerns. First, the community became increasingly vocal that there was a lot of conversation, but there was not enough action toward addressing jail overcrowding. Second, the community vocalized a desire for increased representation on a deliberative body. Thus, the County Council created the JFAC to serve in an advisory role to the Monroe County Council by obtaining key information from local stakeholders to help facilitate responsible, informed financial decisions and identify budget priorities that best address the community's justice needs.

From June to September 2023, the JFAC convened meetings to gather data to make fiscal recommendations. This report is structured to reflect those recommendations. The first section includes recommendations that don't lend themselves to categorization as they are overarching. In some instances, these recommendations were identified as system-wide, while in other instances there was consensus between presenters on separate dates for a recommendation. Housing is one such recommendation, as multiple subject-matter experts cited this as a barrier to service. The second section contains recommendations that fit within the Sequential Intercept Model (SIM) categories. In this way, recommendations are seen as more targeted. The last section is for reference, this contains a list of subject-matter experts, our reading list, and links to meeting recordings.

Lastly, a list like this is never finished. As our society learns more about trauma, substance use disorder, treatment, the effects of incarceration and more, we will need to revisit these topics with the subject matter experts of the day. To this end, there are recommendations on this list that are not fiscal, but logistical. These recommendations ensure that communication flows freely, that duplicative efforts are merged to greater community effect, and that we continue to strive toward the high ideals in which this community has long held.

Recommendations

System-Wide Recommendations

1. Moving from Needs Assessment (Planning of New Institutions (PONI), Phase 02) to the pre-Architectural phases (PONI, Phases 03 and 04), the Council should not renew the JFAC. In its place, JFAC voting members should work with the Commissioners, Judges, Sheriff, Architect and others to form the Functional Program Team (PONI, Phase 03). These meetings should be open to the public.

Fiscal Category: None

Time Allocation: Short Term

2. To not lose progress on non-architectural recommendations from this report, former JFAC voting members should bring quarterly updates to public meetings of the Monroe County Council, until such time as the President of that body considers the updates to be superfluous. In the future, this work could be taken on by the Office of Justice Policy and Programs (OJPP), see recommendation 16.

Fiscal Category: None

Time Allocation: Short Term

3. Council should establish a working group that should identify what data is needed for an interdepartmental Justice Dashboard by working with Monroe County Technical Services Department and user groups to address the Key Critical Issue #1 in the Ken Ray Study (https://www.co.monroe.in.us/egov/documents/1644610443_05163.pdf, p. 13).

Fiscal Category: Services/Contractual

Time Allocation: Short Term

4. Former JFAC voting members should develop partnerships at a community level to leverage funding to be directed towards diversion, treatment, and public health. Additionally, former JFAC voting members should monitor these expenditures such that there is at least parity for incarceration and diversion/treatment and include this in quarterly reports to the Council, see recommendation 02.

Fiscal Category: Services

Time Allocation: Long Term

5. Fund new supportive, transitional, and affordable housing as there is agreement that too few beds exist.

Fiscal Category: Capital and/or Services

Time Allocation: Immediate

Viable Funding Source: ARPA

6. Ensure that public transportation adequately serves all user groups for the site selected for the justice complex.

Fiscal Category: Capital and/or Services

Time Allocation: Medium Term

7. Engage in formal mapping process of Sequential Intercept Model through National Alliance of Mental Illness (NAMI).

Fiscal category: Services

Time Allocation: Immediate

Community Services Recommendations: Intercept Zero

8. Fund the promotion of and ensure funding continues for local crisis services including but not limited to the Stride Center, Mobile Crisis Teams, HealthNet, and promoting 9-8-8, by engaging County, City, and existing local partners.

Fiscal category: Services

Time Allocation: Short Term

Re-Entry Recommendations: Intercept Four

9. Work with the Commissioners, Sheriff, and Courts to establish services with New Leaf New Life for Reentry planning, case management, and reentry programming in its treatment plans for inmates with mental illness/SUD to support a warm handoff to additional community service providers through in-jail treatment and transition planning. Service provided by this contract would directly liaise with the Courts, and a potential new position in the jail, see recommendation 10.

Fiscal Category: Services

Time Allocation: Medium Term

10. Fulfill the Sherriff Department's request to create the Re-Entry Case Manager position in the Jail's Medical contract. Ensure this position collaborates with the Courts. (Sheriff Marté's Seven Point Plan of Actionable Items).

Fiscal category: Personnel

Time Allocation: Short Term

11. Implement the Integrated Reentry and Correctional Support (IRACS) program in Monroe County, /including establishing a certified Recovery Community Organization (RCO). Ensure this position collaborates with the Courts.

Fiscal Category: Services

Time Allocation: Short Term

12. Programs should be managed in consultation with the Courts-Community Corrections.

Fiscal Category: Services

Time Allocation: Medium Term

13. Empower Monroe County Board of Commissioners to join Centerstone, the City of Bloomington, and applicable nonprofits in Supported Employment for those recently incarcerated and/or on Probation. Reduce recidivism by accommodating Court-mandated reporting.

Fiscal Category: Services

Time Allocation: Medium Term

14. Work with Centerstone to identify needs and ensure funding continues to exist for a Forensic Assertive Community Treatment (FACT) team.

Fiscal Category: Services

Time Allocation: Short Term

15. Create a commissioner-level Office of Justice Policy and Programs (OJPP) to have collaborative responsibility for multidepartment grants (JAG, TITLE II JJDP, VAWA, JMHC, and others) to reduce silos and duplication of services. The OJPP would also represent the County on various local, state, and national organizations, committees, and initiatives. (See Franklin County, OH for a model.)

Fiscal Category: Personnel

Time Allocation: Long Term

16. Ensure funding for routine Cost Benefit Analysis of Monroe County Specialty Courts including Reentry Court to ensure eligibility for competitive grant programs. The analysis should include the impact on those who are actively participating in these programs. (Problem Solving Courts staff).

Fiscal Category: Services

Time Allocation: Long Term

Community Corrections: Intercept Five

17. Work with Heading Home and their partners to fund incentives for landlords to rent to recently released inmates and/or treatment patients.

Fiscal Category: Services

Time Allocation: Long Term

18. Invest in Community Corrections case managers to reduce caseloads (Reducing Revocations Challenge Strategies).

Fiscal Category: Personnel

Time Allocation: Long Term

19. Prepare to support any requests regarding embedding licensed social work staff into probation operations (Reducing Revocations Challenge Strategies).

Fiscal Category: Personnel

Time Allocation: Long Term

20. Continue to support the Risk Assessment tool IRAS-CST (Reducing Revocations Challenge Strategies).

Fiscal Category: Services

Time Allocation: Long Term

21. Create a fund to reimburse or subsidize non-statutory fees to zero in coordination with the Board of Judges. (Reducing Revocations Challenge Strategies).

Fiscal Category: Services

Time Allocation: Short Term

Diversity, Equity, Inclusion Recommendations

22. Locate the justice complex as close to downtown services and bus lines as possible.
Fiscal Category: Capital
Time Allocation: Immediate
23. Provide periodic training for all Monroe County staff in racial equity and implicit bias and continue to measure progress in workplace climate competency (Reducing Revocations Challenge Strategies).
Fiscal Category: Services
Time Allocation: Long Term
24. Hire an Anti-Racism consultant to create a Monroe County Anti-Racism Strategic Plan and create the Monroe County Anti- Racism Taskforce to have community wide stakeholders assist with creation and implementation of an anti- racism strategic plan.
Fiscal Category: Services
Time Allocation: Medium Term

Treatment Recommendations

25. Work with the Monroe County Commissioners to pass a Stepping Up Resolution, to work with other leaders (e.g., the sheriff, judges, district attorney, treatment providers, and state and local policymakers), people with mental illnesses and their advocates and other stakeholders to reduce the number of people with mental illnesses in jails. (See draft resolution at <https://www.naco.org/resources/signature-projects/stepping-initiative>)
Fiscal Category: None
Time Allocation: Immediate
26. Add a third Qualified Mental Health Professional in the Jail (Sheriff Marté's Seven Point Plan of Actionable Items).
Fiscal Category: Personnel
Time Allocation: Short Term
27. Add a Substance Use Disorder Counselor in the Jail, where preference is given to hire those in recovery as peer support is shown to have positive benefits. (Sheriff Marté's Seven Point Plan of Actionable Items).
Fiscal Category: Personnel
Time Allocation: Short Term
28. Work with existing service providers in the region and representatives in the state government to lobby for increased funding for identified gaps in SUD and Mental Health levels of care.
Fiscal Category: Multiple
Time Allocation: Long Term

29. Fund treatment for incarcerated individuals with a diagnosis of Hepatitis C and HIV (which could include partnerships with outside entities to cover cost of treatment) and ensuring access to testing while incarcerated.

Fiscal Category: Services

Time Allocation: Medium Term

Justice Complex Recommendations

30. Ensure at least one former JFAC voting member is on the Functional Program team for the new jail.

Fiscal Category: None

Time Allocation: Short Term

31. Once the Functional Program is set, Council should play a supporting role in setting the Jail Space Program.

Fiscal Category: Multiple

Time Allocation: Long Term

32. Continue to work toward establishing Departmental Gross Square Feet (DGSF) and Building Gross Square Feet (GSF) calculations for the Justice Campus, which will give the Council the ability to accurately appropriate funds.

Fiscal Category: Capital

Time Allocation: Short Term

33. Add a Jail Programs Professional to add capacity to the jail’s workforce for management of internal programming in coordination with the Courts. (Sheriff Marté’s Seven Point Plan of Actionable Items).

Fiscal Category: Personnel

Time Allocation: Medium Term

34. Determine the fiscal impact of co-locating the Courts with a justice complex, and at what point during the transition to a new facility that co-location would be most cost effective.

Fiscal Category: Capital

Time Allocation: Long- term

Reference

Table 1: Summary of Recommendations

The recommendations above are here in chart form for ease of reference.

Number	Description	Recommendation Category	Fiscal Category	Time Allocation
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1	Moving from Needs Assessment (Planning of New Institutions (PONI), Phase 02) to the pre-Architectural phases (PONI, Phases 03 and 04), the Council should not renew the JFAC. In its place, JFAC voting members should work with the Commissioners, Judges, Sheriff, Architect and others to form the Functional Program Team (PONI, Phase 03). These meetings should be open to the public.	System Wide	None	Short Term
2	To not lose progress on non-architectural recommendations from this report, former JFAC voting members should bring quarterly updates to public meetings of the Monroe County Council, until such time as the President of that body considers the updates to be superfluous. In the future, this work could be taken on by the Office of Justice Policy and Programs (OJPP), see recommendation 16.	System Wide	None	Short Term
3	Council should establish a working group that should identify what data is needed for an interdepartmental Justice Dashboard by working with Monroe County Technical Services Department and user groups to address the Key Critical Issue #1 in the Ken Ray Study (https://www.co.monroe.in.us/egov/documents/1644610443_05163.pdf , p. 13).	System Wide	Services/Contractual	Short Term
4	Former JFAC voting members should develop partnerships at a community level to leverage funding to be directed towards diversion, treatment, and public health. Additionally, former JFAC voting members should monitor these expenditures such that there is at least parity for incarceration and diversion/treatment and include this in quarterly reports to the Council, see recommendation 02.	System Wide	Services	Long Term
5	Fund new supportive, transitional, and affordable housing as there is agreement that too few beds exist.	System Wide	Capital/Services	Immediate
6	Ensure that public transportation adequately serves all user groups for the site selected for the justice complex.	System Wide	Capital/Services	Medium Term
7	Engage in formal mapping process of Sequential Intercept Model through National Alliance of Mental Illness (NAMI).	System Wide	Services	Immediate

8	Fund the promotion of and ensure funding continues for local crisis services including but not limited to the Stride Center, Mobile Crisis Teams, HealthNet, and promoting 9-8-8, by engaging County, City, and existing local partners.	Community Services: Intercept Zero	Services	Short Term
9	Work with the Commissioners, Sheriff, and Courts to establish services with New Leaf New Life for Reentry planning, case management, and reentry programming in its treatment plans for inmates with mental illness/SUD to support a warm handoff to additional community service providers through in-jail treatment and transition planning. Service provided by this contract would directly liaise with the Courts, and a potential new position in the jail, see recommendation 10.	Re-Entry: Intercept Four	Services	Medium Term
10	Fulfill the Sherriff Department's request to create the Re-Entry Case Manager position in the Jail's Medical contract. Ensure this position collaborates with the Courts. (Sheriff Marté's Seven Point Plan of Actionable Items).	Re-Entry: Intercept Four	Personne l	Short Term
11	Implement the Integrated Reentry and Correctional Support (IRACS) program in Monroe County, /including establishing a certified Recovery Community Organization (RCO). Ensure this position collaborates with the Courts.	Re-Entry: Intercept Four	Services	Short Term
12	Increase funding for Centerstone to support existing programs for families and peer support to walk beside those who have been recently incarcerated. Programs should be managed in consultation with the Courts-Community Corrections.	Re-Entry: Intercept Four	Services	Medium Term
13	Empower Monroe County Board of Commissioners to join Centerstone, the City of Bloomington, and applicable nonprofits in Supported Employment for those recently incarcerated and/or on Probation. Reduce recidivism by accommodating Court-mandated reporting.	Re-Entry: Intercept Four	Services	Medium Term
14	Work with Centerstone to identify needs and ensure funding continues to exist for a Forensic Assertive Community Treatment (FACT) team.	Re-Entry: Intercept Four	Services	Short Term

15	Create a commissioner-level Office of Justice Policy and Programs (OJPP) to have collaborative responsibility for multidepartment grants (JAG, TITLE II JJDP, VAWA, JMHC, and others) to reduce silos and duplication of services. The OJPP would also represent the County on various local, state, and national organizations, committees, and initiatives. (See Franklin County, OH for a model.)	Re-Entry: Intercept Four	Personne l	Long Term
16	Ensure funding for routine Cost Benefit Analysis of Monroe County Specialty Courts including Reentry Court to ensure eligibility for competitive grant programs. The analysis should include the impact on those who are actively participating in these programs. (Problem Solving Courts staff).	Re-Entry: Intercept Four	Services	Long Term
17	Work with Heading Home and their partners to fund incentives for landlords to rent to recently released inmates and/or treatment patients.	Community Corrections: Intercept Five	Services	Long Term
18	Invest in Community Corrections case managers to reduce caseloads (Reducing Revocations Challenge Strategies).	Community Corrections: Intercept Five	Personne l	Long Term
19	Prepare to support any requests regarding embedding licensed social work staff into probation operations (Reducing Revocations Challenge Strategies).	Community Corrections: Intercept Five	Personne l	Long Term
20	Continue to support the Risk Assessment tool IRAS-CST (Reducing Revocations Challenge Strategies).	Community Corrections: Intercept Five	Services	Long Term
21	Create a fund to reimburse or subsidize non-statutory fees to zero in coordination with the Board of Judges. (Reducing Revocations Challenge Strategies).	Community Corrections: Intercept Five	Services	Short Term

22	Locate the justice complex as close to downtown services and bus lines as possible.	Diversity, Equity, Inclusion Recommendations	Capital	Immediate
23	Provide periodic training for all Monroe County staff in racial equity and implicit bias and continue to measure progress in workplace climate competency (Reducing Revocations Challenge Strategies).	Diversity, Equity, Inclusion Recommendations	Services	Long Term
24	Hire an Anti-Racism consultant to create a Monroe County Anti-Racism Strategic Plan and create the Monroe County Anti- Racism Taskforce to have community wide stakeholders assist with creation and implementation of an anti- racism strategic plan.	Diversity, Equity, Inclusion Recommendations	Services	Medium Term
25	Work with the Monroe County Commissioners to pass a Stepping Up Resolution, to work with other leaders (e.g., the sheriff, judges, district attorney, treatment providers, and state and local policymakers), people with mental illnesses and their advocates and other stakeholders to reduce the number of people with mental illnesses in jails. (See draft resolution at https://www.naco.org/resources/signature-projects/stepping-initiative)	Treatment Recommendations	None	Immediate
26	Add a third Qualified Mental Health Professional in the Jail (Sheriff Marté's Seven Point Plan of Actionable Items).	Diversity, Equity, Inclusion Recommendations	Personnel	Short Term
27	Add a Substance Use Disorder Counselor in the Jail, where preference is given to hire those in recovery as peer support is shown to have positive benefits. (Sheriff Marté's Seven Point Plan of Actionable Items).	Treatment Recommendations	Personnel	Short Term
28	Work with existing service providers in the region and representatives in the state government to lobby for increased funding for identified gaps in SUD and Mental Health levels of care.	Treatment Recommendations	Multiple	Long Term
29	Fund treatment for incarcerated individuals with a diagnosis of Hepatitis C and HIV (which could include partnerships with outside entities to	Treatment Recommendations	Services	Medium Term

	cover cost of treatment) and ensuring access to testing while incarcerated.			
30	Ensure at least one former JFAC voting member is on the Functional Program team for the new jail.	Jail Recommendations	None	Short Term
31	Once the Functional Program is set, Council should play a supporting role in setting the Jail Space Program.	Jail Recommendations	Multiple	Long Term
32	Continue to work toward establishing Departmental Gross Square Feet (DGSF) and Building Gross Square Feet (GSF) calculations for the Justice Campus, which will give the Council the ability to accurately appropriate funds.	Jail Recommendations	Capital	Short Term
33	Add a Jail Programs Professional to add capacity to the jail's workforce for management of internal programming. (Sheriff Marté's Seven Point Plan of Actionable Items).	Jail Recommendations	Personnel	Medium Term
34	Determine the fiscal impact of co-locating the Courts with a justice complex, and at what point during the transition to a new facility that co-location would be most cost effective.	Jail Recommendations	Capital	Long Term

Funding Sources

- ARPA/ SLFRF
- Corrections Local Income Tax
- Economic Development Local Income Tax
- External Grants
- General Fund
- General Obligation Bond
- Jail Construction Income Tax
- Justice Non-Reverting Fund (to be created)
- Non-Monroe County Municipality Funding
- Opioid Settlement Funds
- Revenue Bond
- Sophia Travis Grants

Subject Matter Experts

The following experts gave presentations to the JFAC. They are listed in order of their appearance before the JFAC.

- Marilyn Grimes, Courage to Change Sober Living

- Jordan McIntire, New Leaf New Life
- Mary Morgan, Heading Home
- Linda Grove- Paul, Centerstone
- Guy Loftman and Ruth Aydt, Monroe County Branch NAACP
- Becca Streit, Monroe County Community Corrections Executive Director
- Steve Malone, Monroe County Problem Solving Court Director
- Ruben Martí and team, Monroe County Sheriff's Department
- Leah Scott, Pinnacle Treatment
- Mark DeLong, Amethyst House

Reading List

- NAACP Racial Disparity Report.
https://www.co.monroe.in.us/egov/documents/1691188103_29295.pdf
- 13th Documentary;
<https://www.netflix.com/title/80091741?trkid=255824129&s=i&vlang=en&clip=80142209>
- *Transgender Behind Prison Walls*; Sarah Jane Baker
- *American Prison: A Reporter's Undercover Journey into the Business of Punishment*; Shane Bauer
- *Men Behind Bars: Sexual Exploitation in Prison*; Wayne S. Wooden and Jay Parker
- *Disability Incarcerated: Imprisonment and Disability in the United States and Canada*; Liat Ben-Moshe, Chris Chapman, Alison C. Carey, and Angela Y. Davis
- **Monroe County GIS Map of Services**,
https://gisserver.co.monroe.in.us/portal/sharing/oauth2/authorize?canHandleCrossOrgSignIn=true&client_id=arcgisonline&response_type=token&state=%7B%22portalUrl%22%3A%22https%3A%2F%2Fgisserver.co.monroe.in.us%2Fportal%22%7D&expiration=20160&redirect_uri=https%3A%2F%2Fgisserver.co.monroe.in.us%2Fportal%2Fapps%2Fwebappviewer%2Findex.html%3Fid%3De2e3adef3c78438b91695005bf245a93&redirectToUserOrgUrl=true
- **The Stepping Up Initiative**
 - How Counties Are Keeping People with Mental Illnesses Out of Jails and Improving Public Safety, https://csgjusticecenter.org/wp-content/uploads/2020/11/CSG-Stepping-Up_8_14.pdf
 - How Three Counties Are Serving High-Needs Populations, <https://csgjusticecenter.org/2021/11/05/site-snapshot-update-on-how-three-counties-are-serving-high-needs-populations/>
- Crazy in America: The Hidden Tragedy of Our Criminalized Mentally Ill by Mary Beth Pfeiffer
- The Body Keeps the Score: Brain, Mind, and Body in the Healing of Trauma by Bessel van der Kolk
- Prison Madness: The Mental Health Crisis Behind Bars and What We Must Do About It by Terry Kupers
- NAMI Resource Library, <https://nami.org/Support-Education/Justice-Library>
- Beyond Jails: Community-Based Strategies for Public Safety, <https://www.vera.org/beyond-jails-community-based-strategies-for-public-safety>
- Behavioral Health Crisis and Diversion from the Criminal Justice System: A Model for Effective Community Response, https://www.healthmanagement.com/wp-content/uploads/AVCrisisFacilityReport_v7.pdf

- Forensic Assertive Community Treatment (FACT) A Service Delivery Model for Individuals with Serious Mental Illness Involved with the Criminal Justice System, <https://store.samhsa.gov/sites/default/files/d7/priv/pep19-fact-br.pdf>
- Collaborative Court and Community Diversion for Individuals with Behavioral Health Needs, https://www.ncsc.org/data/assets/pdf_file/0024/66426/Court-and-Community-Diversion.pdf
- MAKING THE CONNECTION: Meeting Requirements to Enroll People with Mental Illnesses in Healthcare Coverage, https://www.bazelton.org/wp-content/uploads/2017/10/Bazelton_Making-the-Connection.pdf
- Monroe County, Indiana, Criminal Justice Project Strengths Assessment & Gap Analysis, https://www.co.monroe.in.us/egov/documents/1664979738_1777.pdf
- The Principles Quick Guide to Creating a Settlement Council for The Opioid Settlement, <https://www.naco.org/resources/opioid-solutions/principles-council>
- Eve Hill Report to Monroe County; https://www.co.monroe.in.us/egov/documents/1664979738_1777.pdf
- Health Department, Monroe County; Survey Results; Health Department: Survey Responses and Questions
- Hoosier Initiative for Re-Entry (HIRE). <https://www.in.gov/idoc/re-entry/hire/>
 - Informational Flyer, <https://www.in.gov/idoc/files/HIRE-Info-Flyer.pdf>
- Judicial Branch, Monroe County; Survey Results; https://www.co.monroe.in.us/egov/documents/1673292961_1358.pdf
- Ken Ray Report to Monroe County; https://www.co.monroe.in.us/egov/documents/1644610443_05163.pdf
- National Reentry Resource Center
 - Second Chance Act Funding, <https://nationalreentryresourcecenter.org/second-chance-act>
- Northcut Bohmert, Miriam
 - Lowder, E. M., Northcut Bohmert, M., Diaz, C. L., Ying, M., Grommon, E., & Hatfield, T. (2022). Patterns of Compliance and Noncompliance During Probation: Identifying Pathways to Probation Revocation. *Crime & Delinquency*, 0(0). <https://doi.org/10.1177/00111287221143942>
 - Northcut Bohmert, M., Hatfield, T., Ying, M., Grommon, E., & Lowder, E. M., (2021). Reducing probation revocations challenge (2021): Monroe County, Indiana. <https://scholarworks.iupui.edu/bitstream/handle/1805/28451/NorthcutBohmert2021Reducing.pdf?sequence=1>
 - Northcut Bohmert, M., Hatfield, T., Ying, M., Grommon, E., & Lowder, E. M., (2021). Reducing probation revocations challenge (2021): Strategies to reduce revocations in Monroe County, Indiana. <https://scholarworks.iupui.edu/bitstream/handle/1805/28507/NorthcutBohmert2021Strategies.pdf?sequence=3>
 - Diaz, C. L., Rising, S., Grommon, E., Northcut Bohmert, M., & Lowder, E. M., (2022) A Rapid Review of Literature on Factors Associated with Adult Probation Revocations. <https://doi.org/10.1080/23774657.2022.2136116>
- Public Defender's Office and Prosecutor's Office, Monroe County; Survey Results; https://www.co.monroe.in.us/egov/documents/1671116377_10699.pdf
- Bazelon Center for Mental Health Law
 - Diversion to What?, https://www.bazelton.org/wp-content/uploads/2019/09/Bazelton-Diversion-to-What-Essential-Services-Publication_September-2019.pdf

- Diversion, Not Discrimination: How Implementing the Americans with Disabilities Act Can Help Reduce the Number of People with Mental Illness in Jails, <https://secureservercdn.net/198.71.233.254/d25.2ac.myftpupload.com/wp-content/uploads/2018/07/MacArthur-White-Paper-re-Diversion-and-ADA.pdf>
- Brennan Center for Justice
 - Diversion and incarceration alternatives in the Biden Administration Budget, <https://www.brennancenter.org/our-work/analysis-opinion/bidens-budget-steps-spending-criminal-justice-reform>
- Eve Hill Report to Monroe County; https://www.co.monroe.in.us/egov/documents/1664979738_1777.pdf
- Health Department, Monroe County; Survey Results; Health Department: Survey Responses and Questions
- Judicial Branch, Monroe County; Survey Results; https://www.co.monroe.in.us/egov/documents/1673292961_1358.pdf
- Ken Ray Report to Monroe County; https://www.co.monroe.in.us/egov/documents/1644610443_05163.pdf
- Public Defender's Office and Prosecutor's Office, Monroe County; Survey Results; https://www.co.monroe.in.us/egov/documents/1671116377_10699.pdf
- US Department of Justice. Examples And Resources to Support Criminal Justice Entities In Compliance With Title II Of The Americans With Disabilities Act; <https://archive.ada.gov/cjta.pdf>

JFAC Meeting Video Archive

Much of the content gleaned from the meetings simply cannot be included in this report. However, the video recording will persist over time and allow those interested to hear the context in which the above recommendations were made.

- Community Access Television Service, <https://catstv.net/government.php?issearch=banner&webquery=JFAC>

Appendix 1: Monroe County Women's Commission Recommendations

See the JFAC site: <https://www.co.monroe.in.us/departments/board.php?structureid=226>