



**LEBANON COUNTY CRIMINAL JUSTICE ADVISORY
BOARD
(LCCJAB)
STRATEGIC PLAN for
2019-2020**



Adopted by the LCCJAB on February 19, 2019

The ongoing mission of the Lebanon County Criminal Justice Advisory Board is to identify the strengths, weaknesses, and needs of the local criminal justice system, and by means of communication, cooperation, and collaboration, enhance and improve the system and services in the most effective, efficient, and cost-effective manner possible.

CURRENT MEMBERSHIP OF THE LEBANON COUNTY CJAB

The Lebanon County Criminal Justice Advisory Board consists of 16 Core Members and two non-voting members.

Mr. David J. Arnold, District Attorney, CJAB Chairman

Ms. Sally A. Barry, Director of Probation Services and CJAB Vice Chair

Honorable John C. Tylwalk, President Judge, Court of Common Pleas

Mr. Brian L. Deiderick, Chief Public Defender

Ms. Stephanie Axarlis, Court Administrator

Mr. Jamie Wolgemuth, County Administrator

Mr. Robert J. Phillips, County Commissioner

Mr. Bruce Klingler, Sheriff

Mr. Robert Karnes, Warden

Mr. Kevin Schrum, Director of Mental Health/Intellectual Disabilities/Early Intervention

Mr. James Holtry, Director of Children and Youth Services

Mr. Daniel Wright, Lebanon County Chiefs of Police Representative

Mr. James Donmoyer, Director, Commission on Drug & Alcohol Abuse

Ms. Karen Hess, Director of Domestic Relations

Ms. Sarah Primak, Veterans Justice Outreach

Mr. Samuel Ortiz, Offender Reentry Coordinator

Mr. John P. Shott, CJAB Planner and Grant Coordinator*

Ms. Kimberly Mackey, PCCD Regional Representative*

(Non-voting member)*

A Brief History of CJAB in Lebanon County

The County of Lebanon applied for and received a grant from the PA Commission on Crime and Delinquency (PCCD) in late 2006 to begin the process of establishing a Criminal Justice Advisory Board comprised of key court and county officials involved in the criminal justice system. This funding was part of a key initiative by PCCD to provide an incentive for counties to establish such advisory boards for the purpose of improving and enhancing collaborative efforts.

A Criminal Justice Advisory Board Planner/Grant Coordinator was hired by the County in 2007 to assist in the formation of the Board and to carry out day-to-day operations. The first formal meeting of the Board took place on October 16, 2007, at which time those in attendance discussed the Board's Core Membership and reviewed a set of proposed bylaws. CJAB's Bylaws were officially ratified at the second CJAB meeting held in December 2007, marking the official establishment of the Lebanon County Criminal Justice Advisory Board. Several amendments to the Bylaws have been approved since 2007, though such amendments did not substantially change the CJAB's structure.

CJAB Meetings

In accordance with the CJAB Bylaws, as amended in April 2015: *“Regular meetings of the LCCJAB will be held once every even month, with specific dates, time, and location to be determined by the LCCJAB at the December meeting prior to the start of the new year. LCCJAB meetings will convene no earlier than 11:00 a.m., but no later than 12:30 p.m. and will last no longer than a maximum of two (2) hours.”*

Meetings of the Lebanon County Criminal Justice Advisory Board begin at 11:00 a.m. and are held on the Second Floor Conference Room of Mental Health/Intellectual Disabilities/Early Intervention, 220 East Lehman St., Lebanon.

Approved meeting dates for 2019: February 19, April 16, June 11, August 13, October 15, and December 10.

CJAB STRATEGIC PLANNING FOR 2013-2014

Establishing Priorities for the CJAB

Prior to 2018, the most recent Strategic Planning activity undertaken by the Lebanon County Criminal Justice Advisory Board took place during the regularly scheduled CJAB meetings in June, August, and October 2013. The final plan was adopted by the Board on October 15, 2013.

At the June 18, 2013 CJAB meeting, members agreed to suggest three to five priorities or issue areas for special emphasis as part of the Strategic Plan. Each member's priorities would be

communicated to the CJAB Planner, who would then compile the results for discussion at the August 20th CJAB meeting. Priorities recommended by the members were as follows:

- ***Establishment of a Day Reporting Center***
- ***Establishment of a Veterans' Court***
- ***Establishment of a Mental Health Court, or mechanism to deal with mentally ill persons in the system. Options to increase mental health or drug/alcohol treatment services to prisoners.***
- ***Pre-trial services to assess offenders' needs***
- ***Technology upgrades with emphasis on improving courtroom technology***
- ***United Case Management (UCM) for the District Attorney's Office, Probation Services, and the Correctional Facility***
- ***Children's Advocacy Center***
- ***Central Booking***

At the August 20th meeting, members agreed to place special emphasis on the following in preparing the Strategic Plan: ***Veterans' Court, Day Reporting Center, Mental Health Court, and Unified Case Management.***

Prioritizing these areas was not to be interpreted to mean that the CJAB considered the other issues of less or no importance. All issues listed by the members were to be addressed by the Board to some degree over the next two years.

STRATEGIC PLANNING REPORT CARD (2013-2018)

During the five-year period (2013-2018) between Strategic Planning sessions, one thing is certain: the Lebanon County Criminal Justice Advisory Board has succeeded in collaborating to make many projects, including those prioritized in the plan, come to fruition.

✓ DAY REPORTING CENTER (DRC)

The County entered into a contract with PA Counseling Service, Inc. and opened a Day Reporting Center in downtown Lebanon in October 2017. The project is financed solely through local dollars, underscoring the County Commissioners' commitment to this key alternate to incarceration.

✓ VETERANS' COURT

A formal Veterans' Court will begin operating in Lebanon County on January 1, 2019. During the period since the last Strategic Plan, the

County had been working diligently to identify and respond to the needs of veterans who got involved with the criminal justice system. This was made possible by an effective working partnership between the Court and the Lebanon V.A. Medical Center (Veterans Justice Outreach)

✓ ***MENTAL HEALTH COURT***

A formal Mental Health Court within the Court of Common Pleas has not been established. The Mental Health Committee of the CJAB continued to explore other options with the emphasis on intervention at the earliest point when someone enters the criminal justice system. County began using the Level of Service Inventory-Revised (LSI-R) as part of an evidence-based practice to determine whether an offender should really be incarcerated. Objective was to identify and control an offender at the **front-end** of the process. Also, in 2015, Lebanon County became part of the Medical Assistance County Jail Implementation Project, which is focused on assisting inmates in accessing needed drug/alcohol treatment post-release and expediting completion of Medical Assistance applications. Probation staff and other law-enforcement personnel have had opportunities to attend Mental Health First Aid (MHA) training. CJAB has also used training and technical assistance grants from PCCD to support suicide-prevention programs in the County.



✓ ***UNIFIED CASE MANAGEMENT (UCM)***

UCM is now used by the Probation Services, District Attorney's Office, and Magisterial District Justices. It has not been implemented at the LCCF. UCM has proven to be an extremely useful tool for the Court system.

✓ ***PRETRIAL SERVICES***

In October 2016, the County initiated a pretrial diversion program for offenders in need of drug and alcohol treatment. The program was made possible by a two-year (Oct. 1, 2016 to Sept. 30, 2018) federal grant that

PCCD had awarded to the County. The goal was to develop and implement an effective pretrial program that identified and diverted low-risk offenders with drug and alcohol issues from prison to treatment. Grant funds were used for the cost of assessment of offenders at the time of arrest, as well as for the cost of supervising offenders accepted into the program. The grant cycle ended on Sept. 30, 2018.

A major component of the assessment process was the use of the Level of Service Inventory-Revised (LSI-R), an approved risk/needs instrument that determines level of risk, proper placement, treatment options, chances of re-offending, etc. In January 2017, PCCD awarded the County grant funds to cover the costs of administering the LSI-R assessment to almost all offenders, converting LSI-R paper evaluations to an online system, and purchasing additional PC tablets for use by APOs administering the LSI-R to offenders at off-site locations.

✓TECHNOLOGY UPGRADES

In June 2017, the County received grant funding from PCCD to purchase the following: additional security cameras for the Probation Services building, new battery packs for tasers used by Probation Officers, and additional scanners used by Probation personnel. Major deliverables of this project included: improvement of building security, especially after regular working hours; providing APOs with working equipment that will protect them when having to use force in performing their duties; and, better management of Probation's ongoing workload/paper flow, which had become overwhelming at times.

✓CENTRAL BOOKING

The concern had been that the third shift at Central Booking would be eliminated. This has not been the case. At present, county funding covers all three shifts.



MAPPING OUT A STRATEGIC DIRECTION FOR 2019-2020

Mission Statement and Role of CJAB Members

CJAB members agreed in the Summer of 2018 that the Board should have a new or updated Strategic Plan, recognizing that it had been five years since the adoption of the last plan. At the October CJAB meeting, the Board agreed to keep the “*CJAB Mission Statement*” intact without any word changes. The members also opted to continue the following guidelines that CJAB members should follow:

- Be willing, able, and prepared to participate in free and open discussions with your colleagues.
- Remain aware of trends that commonly present themselves as matters of concern within your department.
- Understand that inter-departmental collaboration and communication is critical to the future growth of criminal justice departments in Lebanon County.
- Know that you, as the leader of your department, are in charge of how anything the Board discusses will ultimately be implemented (or not) in your office.
- Know that there are moments when negotiation and compromise will have to take place. Consensus, however, is always the preferred solution.
- Attend the meeting regularly so that you stay informed of the issues being presented and are able to represent your agency more appropriately.
- Have read the CJAB Bylaws at least one time.
- Submit questions or concerns about the Board to the CJAB Planner/Grant Manager so that he may discuss any problems with the Chairman.
- Participate, when necessary, in electronic voting requests about initiatives under consideration by the Board.
- Know that on this Board concerns may be expressed without threat or retaliation. Our Board demands decent, non-hostile conduct during meetings.

Identifying Areas of Emphasis for 2019-2020

At the October 2018 CJAB meeting, the members, by consensus, agreed that an updated Strategic Plan should focus on the initiatives and programs contained in the County's Intermediate Punishment (IP) Plan. What follows is a review of these priorities for 2019-2020.



VETERANS COURT IN LEBANON COUNTY

At the end of 2018, 20 counties in the Commonwealth of Pennsylvania had established Veterans Courts as a type of problem-solving or specialty court within their judicial systems. On January 1, 2019, Lebanon County became the 21st county to have such a court. It is also the newest component of the County's proactive Intermediate Punishment (IP) Plan. Veterans Courts are designed to assist veterans charged with non-violent crimes who have mental illnesses, drug/alcohol addictions, or other disorders that require treatment as a first step toward becoming productive members of society.

Strategic Roadmap

- *For 2019-2020, the plan is to have a successful implementation of the new program, including effective use of volunteer mentors, who are also veterans. It will be a highly functioning, permanent entity within the Lebanon County Court of Common Pleas. A minimum of 20 offenders should be participating in the program during the first six months of the program, with the number increasing to 50 later in 2019 or early 2020. Number of offenders in the program is significant, but even more significant will be the percentage of participants who successfully complete the program. Performance measure: the program will be able to report a 90 percent completion/graduation rate among participants.*
- *Although the Veterans Court does not require additional expenditures from the County to operate, it behooves the County to explore additional funding avenues to maintain or expand the program. The County has submitted a \$20,000 grant application to the Veterans Trust Fund for this purpose. The CJAB Planner/Grant Coordinator will continue to look for other grant opportunities.*



DAY REPORTING CENTER (DRC) IN LEBANON COUNTY

The Day Reporting Center (DRC) opened its doors in October 2017 at its location in downtown Lebanon. The consultant contracted by the County to operate the program is PA Counseling Services, Inc. As per the agreement with PA Counseling, the County pays for a minimum of 40 clients per month, with the expectation that the census could increase to as high as 110. At present, the number of offenders assigned to the program remains between 40 and 50 on a regular basis. Concern that the number of referrals to the program is not as high as anticipated.

Strategic Roadmap

- *For 2019-2020, the plan is that the DRC will become as an established, permanent entity within the county. This requires continued planning and collaboration among the Court of Common Pleas, Probation Services, District Attorney's Office, and Public Defender's Office to refer eligible offenders to the program. Increase in referrals also necessitates Probation Services conducting LSI-R assessments as quickly as possible prior to sentencing.*
- *Number of referrals to the DRC will increase steadily over the next two years as a result of the aforementioned collaboration. Any barriers and issues that hinder referrals to the program will get resolved. This includes coordinating efforts with staff at the LCCF to increase the number of inmates getting redirected to the DRC. Domestic relations cases will also be referred to the DRC pending criminal-background checks and agreed-upon language on Domestic Relations Consent for Participation.*
- *Number of agencies that currently serve clients referred to the DRC will also increase as the program expands.*
- *Contract between the County and Pa Counseling Services expires on 12-31-19, after which it may be renewed annually based on the County's satisfaction with the program's direction and impact. Expectation that the contract will be renewed.*
- *CJAB Planner/Grant Coordinator will continue to explore grant opportunities*



RENAISSANCE-CROSSROADS PROGRAM

The Renaissance-Crossroads program has been in place in Lebanon County since 2001, with an impressive track record of success. Continuation of this program is made possible by grant funding from PCCD

Strategic Roadmap

- *For 2019-2020, the plan is to continue this highly successfully program, reapplying for funding in 2020, with the expectation that funding will be available from PCCD to support County IP programs.*
- *CJAB Planner/Grant Coordinator will update County IP Plan in 2019 and 2020, in accordance with grant guidelines.*
- *County will explore feasibility of establishing a Crossroads program for female offenders, to be housed at a separate location in the County. This requires funding for the additional facility as well as the increased number of participants. CJAB Planner/Grant Coordinator will explore other funding opportunities for this project.*



PRETRIAL PROGRAM

The pretrial program began in October 2016, supported by federal funding through PCCD. Under the terms of the federal grant, the program was restricted to offenders with drug or alcohol-related issues, with the expectation that such offenders could receive treatment or be placed in rehab sooner rather than later.

Strategic Roadmap

- *For 2019-2020, the plan is to continue the pretrial program, as an alternative to incarceration, but expanding it to include those with mental-health issues.*

- *Collaborative effort to increase the number of offenders referred for pretrial, including better “buy-in” from magisterial district justices.*
- *County will continue using licensed consultant (Empower the Mind) to conduct drug/alcohol assessments to determine eligibility for pretrial. County will engage services of licensed consultant to perform mental-health assessments*



MENTAL HEALTH

The Criminal Justice Advisory Board has established the Mental Health Committee as a standing committee in recognition that “offenders with a mental health diagnosis offer unique challenges to everyone involved in the criminal justice system.” The Committee explores ways of ensuring that the County uses “empirically sound, best practices solutions” when finding alternatives for serving this population. In exploring alternatives to establishing a formal mental health court in the County, the committee, in 2016, suggested the formation of an “Adult CASSP” program. The Children and Adolescent Service System Program (CASSP) has been in place in Lebanon County for several years. The CASSP system is effective for juvenile offenders because it brings representatives from multiple agencies together at the same time to discuss the particulars of a child’s case, thus eliminating conflicting narratives that can take place when agencies meet separately. The first “Adult CASSP” session was held in early 2017. The number of review meeting has not been as high as anticipated

Strategic Roadmap

- *For 2019-2020, the plan is to continue and expand the “Adult CASSP” program to conduct more reviews, working to ensure that representatives of the agencies/departments involved are able to attend these sessions.*
- *The County will continue to make opportunities available for Mental Health First Aid (MHFA) training for personnel.*



DUI COURT

The DUI Court Program is a well-established entity in Lebanon County, having been initiated in 2008. This program has been funded by local dollars following the elimination of federal dollars in 2014. The County Commissioners' willingness to continue the program underscores how much value local officials place on this program and its ongoing success in keeping intoxicated drivers off the road and steering them toward lives of sobriety. Over the past year, the number of participants in the program has not been as high as anticipated, owing to changes in case law as well as the reality that many offenders opt to serve a prison sentence rather than comply with the program's strict requirements.

Strategic Roadmap

- *For 2019-2020, the plan is to continue the program and to increase the number of participants. Work to achieve a high percentage of offenders who successfully complete all phases of the program and graduate.*



Help Reentry

Facilitate a successful
re-entry into society



OFFENDER REENTRY

The Lebanon County Offender Reentry Coalition was formed in June 2015 to identify the needs of offenders during incarceration and upon release. The Coalition consists of representatives from agencies and departments—public, private, non-profit, faith based, etc.—who share a common interest in collaborating to ensure that offenders make a successful return to the community. The Coalition is an independent entity, not a committee of the CJAB, though most CJAB members are Coalition partners. In March 2017, the Coalition announced its support of the Day Reporting Center as a key player in the cause of reentry. Prior to late-2018, the

Coalition did not have an official Reentry Coordinator to continue the momentum and build upon the work already completed. The Coalition had not met as a group since May 2018, raising concern that interest among the Coalition partners was in serious decline. Fortunately, a part-time Reentry Coordinator is now in place. In December 2018, the CJAB amended the CJAB bylaws adding the Offender Reentry Coordinator as a core member of the Board.

Strategic Roadmap

- *For 2019-2020, the plan is to take offender reentry to the “next level” by strengthening the partnership between the CJAB and the Reentry Coalition. Reentry Coordinator will serve as a core member of the CJAB and give updates about the Coalition at all CJAB meetings. Expectation is that the Coalition will begin meeting on a regular basis and have an active presence in the County.*



VIVITROL AT LEBANON COUNTY CORRECTIONAL FACILITY

Inmates with serious addiction to heroin and other substances are a growing concern. With that in mind, it is important to devise methods of ensuring that inmates, upon release, stay drug free and, as a result, improve their chances of successful reentry. Vivitrol is a widely used drug that blocks opioid receptors in the brain, thus preventing euphoric highs as well as reducing opioid cravings.

Strategic Roadmap

- *For 2019-2020, officials at the Lebanon County Correctional Facility (LCCF) will administer vivitrol injections to at least ten percent of the inmate population, on a voluntary basis prior to their release from the LCCF.*
- *LCCF Warden and Director of Lebanon County Commission on Drug and Alcohol Abuse will pursue grant funding from Department of Corrections (DOC) to purchase supply of vivitrol.*

ATTORNEY VISITATIONS AT THE LCCF

Attorneys with the Public Defender’s Office—as well as representatives of other County departments involved with law enforcement—need opportunities to meet with inmates at the LCCF. Concern exists that access to inmates has not been as readily available as preferred. Within the last year, the LCCF reports having expanded visiting hours for any attorney or agency/department representative desiring to conduct daytime visits. Visiting times have been expanded to 8:30 a.m. to 3:30 p.m. and 5:30 p.m. to 11:00 p.m. Monday through Sunday. Expansion of hours beyond what has been set could compromise security. The LCCF contends that daytime visits are more cumbersome for the facility due to the other operational movements that occur during those hours. These include mealtimes, intakes, releases, inmate transport, etc.

Strategic Roadmap

- *For 2019-2020, the County will continue to find workable approaches to visitations by defense attorneys and others to the LCCF.*



CJAB WEBPAGE

Members of the public who visit the CJAB webpage will find updated information about the CJAB, including meeting minutes, meeting schedule, current membership, and active grants. The page also contains information about the D.U.I. Court.

Strategic Roadmap

For 2019-2020, the CJAB Planner/Grant Coordinator, working with IT, will continue to keep the CJAB webpage updated and informative, reviewing the page on a regular basis to add new information as well as delete outdated information. New page regarding the Veterans Court should be added. CJAB members will be invited and urged to contribute news about their respective departments or articles of interest.

