



LEBANON COUNTY CRIMINAL JUSTICE ADVISORY BOARD
(LCCJAB)
STRATEGIC PLAN for
2026-2027



***Adopted by the Lebanon County Criminal Justice Advisory Board (LCCJAB) on
August 10, 2026***

CURRENT MEMBERSHIP OF THE LEBANON COUNTY CJAB

The Lebanon County Criminal Justice Advisory Board currently consists of 18 Core Members:

Ms. Holly Leahy, MH/ID/EI Administrator, CJAB Chair

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

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

Ms. Pier Hess Graf, District Attorney

Ms. Megan D. Tidwell, Chief Public Defender

Ms. Stephanie Axarlis, Court Administrator

Mr. Jamie Wolgemuth, County Administrator

Mr. Robert J. Phillips, County Commissioner

Ms. Audrey Fortna, Director of Probation Services

Mr. Jeffrie Marley, Jr., Sheriff

Ms. Tina Litz, Warden, Lebanon County Correctional Facility

Ms. Erin Moyer, Director of Children and Youth Services

Mr. Jonathan Hess, Lebanon County Chiefs of Police Representative

Mr. Michael Anderson, Director of Domestic Relations

Ms. Carla Cyr, Veterans Justice Outreach

Ms. LeAnne Burchik, Executive Director, Domestic Violence Intervention

Mr. Daniel Lyons, Executive Director, Lebanon County Housing Authority

Ms. Glenda Folsom, Offender Reentry Coordinator

Dr. Jeffrey Yocum, County Coroner

Ms. Lori Burrus, Representative, Lebanon County Branch 26AA of the NAACP*

Ms. Allison Perrotto, CEO, SARCC*

Ms. Eleanor Leo, Executive Director, PROBE*

(* Non-voting member)

The CJAB Planner is Mr. John P. Shott. Ms. Kimberly Mackey is the PCCD Regional Representative. Both are non-voting members.

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.

The Lebanon County Commissioners hired a Criminal Justice Advisory Board Planner/Grant Coordinator 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. ***The members ratified the CJAB's Bylaws at the second CJAB meeting held in December 2007, marking the official establishment of the Lebanon County Criminal Justice Advisory Board.***

Over the years, the Board has approved amendments to the bylaws without changing the Board's basic structure. However, a change to the bylaws, adopted by the Board on Feb. 5, 2024, is significant because it provides for non-voting membership on the Board. On April 8, 2024, the CJAB approved a request from three county-based organizations—Potential Reentry Opportunities in Business and Education (P.R.O.B.E.), Lebanon County Branch 26AA of the NAACP, and Sexual Assault Resource and Consulting (SARCC)—to join the CJAB as non-voting members.

CJAB Meetings

Meetings of the Lebanon County Criminal Justice Advisory Board begin at 9:00 am., Second Floor Conference Room of Mental Health/Intellectual Disabilities/Early Intervention, 220 East Lehman St., Lebanon. They are held every even month, in accordance with Bylaws. Approved meeting dates for 2026: February 9, April 13, June 8, August 10, October 12, and December 7.

CJAB STRATEGIC PLANNING FOR 2026-2027

Mission Statement and Role of CJAB Members

CJAB members agreed in the Summer of 2025 that the Board should have a new or updated Strategic Plan for 2026-2027. This is to stay in compliance with PCCD's "Minimum Operating Standards for CJABs," which require CJABs to adopt and maintain a current strategic plan. At the December 2025 CJAB meeting, the Board adopted the following "**CJAB Mission Statement.**"

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 humane, effective, efficient, and cost-effective manner possible.

The members also adopted the following guidelines for CJAB members:

- 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, agency, or organization.
- Understand that inter-departmental collaboration and communication are critical to the success and effectiveness of criminal justice departments and agencies in Lebanon County.
- Know that you, as a leader of your department, agency, or organization 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 presented and are able to represent your department, agency, or organization more appropriately.
- Have read the CJAB Bylaws at least one time.
- Submit questions or concerns about the Board to the CJAB Planner so that the CJAB Planner has an opportunity to discuss such matters with the Board Chair.
- Participate, when necessary, in electronic voting about initiatives under consideration by the Board.
- Know that members may express concerns without threat or retaliation. Our Board demands decent, non-hostile conduct during meetings.

Identifying Areas of Emphasis for 2026-2027

What follows is a review of the priorities identified and the plans for each priority over the next two years.

OFFENDER REENTRY

Operating through a grant awarded by PCCD, the County of Lebanon formed the Offender Reentry Coalition in June 2015 to identify the needs of offenders during incarceration and upon release. ***The Coalition is an independent entity, not a committee of the CJAB.*** In December 2018, the CJAB amended the CJAB Bylaws by adding the Offender Reentry Coordinator as a core member of the Board.

Strategic Plan for 2026-2027

- *The Offender Reentry Coalition continues its work, meeting on a regular basis. Coalition puts its own strategic plan into place. This includes a coordinated reentry plan.*
- *The Coalition organizes and conducts a Reentry Simulation in Fall 2026.*
- *Coalition works to establish and use a database for tracking formerly incarcerated individuals.*

VICTIMS' SERVICES

The CJAB recognizes the importance of providing crime victims with needed services. The Lebanon County District Attorney's Office operates a strong Victim Witness Program, which is on call 24 hours a day, seven days per week. The Executive Director of Domestic Violence Intervention (DVI) is a core member of the CJAB, and the Sexual Assault Resource and Counseling Center (SARCC) has non-voting membership. Victim Services updates are now part of the regular CJAB agenda.

Strategic Plan for 2026-2027

- *The County maintains high-quality victims' services while exploring avenues for enhancing such services. This includes developing more effective partnerships among County departments and private organizations.*
- *Develop a system for other CJAB partners to refer into SARCC or DVI services directly.*
- *Quarterly summaries of referrals and victimization assessments, including brief presentations on trends.*
- *Develop one to two annual training opportunities on topics to be shared with CJAB stakeholders and human services connections.*

EFFECTIVE INTERVENTION, DIVERSION, and WELLNESS

SEQUENTIAL INTERCEPT MODEL MAPPING (SIM)

The County is committed to serving the co-occurring community. In February 2011, the County participated in a cross-systems mapping (“Taking Action for Change”) workshop sponsored by the Center of Excellence. The information derived from the initial mapping process 15 years ago has enabled the County to unite key stakeholders and provide critical insight into the County’s behavioral health and justice systems. The County recognizes, however, that improvements can always be made, particularly in identifying intercept maps and sustainable diversion opportunities, as well as adapting uniform language across systems. After 2011, the County applied for a SIMS Mapping Workshop grant in 2019 and 2026 but did not receive approval. The County is committed to pursuing SIM, recognizing that strategic investment will create sustainable solutions that strengthen Lebanon County’s behavioral-health system and improve outcomes.

Strategic Plan for 2026-2027

- *The County continues plans to conduct a SIM Workshop, looking at other funding sources to make such a workshop occur in 2026 or 2027.*
- *Goals of the County are to 1) develop interagency agreements to address funding needs; 2) develop and implement a Memorandum of Understanding to formalize responsibilities; 3) drive collaborative action through improved communication and unified strategies to achieve measurable reductions in justice-system involvement for those with behavioral needs.*
- *Anticipated outcomes include 1) improved access to community-based behavioral health services; 2) enhanced community well-being.*

MENTAL HEALTH TREATMENT COURT

The County currently operates three specialty courts: D.U.I. Court, operating since 2008; Veterans Court, initiated in 2019; and Drug Treatment Court, started in 2022. All three specialty courts provide eligible offenders with an opportunity to avoid incarceration. These courts are key components of the County’s approach to IP Treatment/Restrictive Conditions of Probation under Act 115 of 2019. The President Judge has reaffirmed his commitment to establishing a Mental Health (Wellness) Court. A Behavioral Health Team is facilitating the planning and development of what will be the fourth specialty court in Lebanon County.

Strategic Plan for 2026-2027

- *Mental Health Treatment (Wellness) Court becomes operational by the end of 2026.*

INTERMEDIATE PUNISHMENT

Lebanon County's leaders recognize the importance of reducing overcrowding at the Lebanon County Correctional Facility (LCCF) and maintaining the inmate population at a manageable level, preferably below 300. The County accomplishes this by offering viable, cost-effective alternatives to incarceration for eligible offenders while protecting the public. County officials have authorized and revised these sentencing alternatives, including three specialty courts and electronic monitoring/home confinement, as part of County Intermediate Punishment (CIP) programming and, in accordance with Act 115 of 2019, as restrictive conditions of probation. Act 115 of 2019 replaced what had been formerly known as County Intermediate Punishment (CIP) with Restrictive Conditions of Probation.

Strategic Plan for 2026-2027

- *The County will continue its proactive approach and evaluate all components of IP/Restrictive Conditions of Probation. CJAB Planner will update IP Treatment Plan as needed.*
- *Apply for IP funding for FY 2026-2027 and beyond when such funding is available.*

VIABLE HOUSING FOR FORENSIC POPULATION

The lack of viable housing for the forensic population continues to be a chief concern and one that too often impedes successful reentry. Lebanon County is experiencing an extremely low inventory of housing, especially affordable housing. This issue does not pertain solely to the adult population. Juvenile Probation is also concerned about housing options for young offenders who reach adult status and no longer have the support of family members. Offenders who find themselves in the transition from juvenile to adult have no financial resources to obtain housing on their own. Exacerbating the problem is that authorities cannot release these offenders from detention without an address. As a result, they find themselves mired in the criminal-justice system with no effective options. In January 2023, the County opened a renovated three-bedroom cottage behind the MH/ID/EI building to provide transitional housing for up to three people. Plans are afoot to prepare a site for transitional housing for men in downtown Lebanon.

Strategic Plan for 2026-2027

- *The County continues to seek viable housing opportunities for the forensic population.*
- *The County will continue to maintain the cottage located behind MH/ID/EI and solicit appropriate referrals for placement there.*
- *The County proceeds with establishing the transitional housing facility for men.*

ADULT PROBATION

The Adult Unit of County Probation Services continues to assess the quality of services delivered for the benefit of offenders as well as for the community.

Strategic Plan for 2026-2027

- *The County establishes the position of Continuous Quality Improvement (CQI) officer to train new Probation Officers, assess the quality of services being provided, and implement training and other improvement measures to improve outcomes.*
- *A facility dog is placed at Probation Services for offenders in treatment courts or others on probation who are dealing with anxiety or depression.*

SERVICES FOR INCARCERATED PERSONS

The Lebanon County Correctional Facility (LCCF) continues to provide both medical and mental health services to incarcerated persons through the County's medical vendor. LCCF operates both Medication Assisted Treatment (MAT) induction and maintenance programs funded largely by PCCD grants and opioid settlement funds. LCCF's Treatment Department schedules programming for incarcerated individuals provided that both the correctional staff and community resources have the staffing to operate them safely and securely. LCCF has reestablished Alcoholics Anonymous, Narcotics Anonymous, and 12 Step on a regular basis. This is in addition to quarterly Life Skills classes and semi-annual Trauma Informed Care classes.

Strategic Plan for 2026-2027

- *LCCF continues to navigate and look for assistance from County stakeholders while the facility and the medical vendor make strides to meet the provisions of the Consolidated Appropriation Act of 2023 pertaining to Medicaid and CHIP services.*
- *LCCF continues to look for best practices as it addresses an overall lower average daily population (ADP), but an ADP characterized by an aging population as well as an increase in the number of those in need of mental health services.*

JUVENILE PROBATION

Juvenile Probation remains committed to serving justice-involved youth and their families. This includes enhancing community safety through prevention, diversion, rehabilitation, reparation, and treatment. A recent focus has been on the increase of gun violence and gun possession among youth, as well as the upswing of youths posing with or posting about guns on social media. The County recognizes the urgent need to reverse this trend by using community resources rather than placing juveniles in secure facilities.

Strategic Plan for 2026-2027

- *The County works with consultants to implement two community-based services for justice-involved youth in Lebanon County: Harm 2 Hope Gun Violence Prevention Program and Multisystemic Therapy (MST). Harm 2 Hope provides evidence-informed content addressing the causes and consequences of gun violence. The goal is to reduce gun violence exhibited by youth and decrease the overrepresentation of Hispanic youth on supervision. MST is a family-focused, community-based treatment program for youths (ages 12-17) with complex needs. Therapists seek to identify contributing factors toward a youth's problems and empower parents to build supportive social networks to address these needs effectively.*
- *Continued use of the "First-Match" case-management system to track outcomes for youth involved in community-based services.*

