LEBANON COUNTY CRIMINAL JUSTCE ADVISORY BOARD

(LCCJAB)

STRATEGIC PLAN for 2013-2014

Approved October 15, 2013

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

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

Mr. Brian L. Deiderick, Chief Public Defender, CJAB Vice Chairman

Honorable John C. Tylwalk, President Judge

Ms. Sally A. Barry, Director of Probation Services

Mr. David Wingert, Court Administrator

Mr. Jamie Wolgemuth, County Administrator

Mr. Robert J. Phillips, County Commissioner

Mr. Michael Deleo, 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, Chief of Police, City of Lebanon

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

Ms. Julie Bergstresser, Veterans Justice Outreach Coordinator

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

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. The most recent changes to the Bylaws were approved by the Board in February 2013 and dealt specifically with Core Membership: Veterans Justice Outreach was added as a Core Member; membership of Mental Health/Mental Retardation/Early Intervention was changed to Mental Health/***Intellectual Disabilities***/Early Intervention to reflect that department's official name change; the Chief of Adult Probation and the Chief of Juvenile Probation were eliminated as Core Members and replaced with the Director of Probation Services in recognition that these two previously independent departments had been consolidated into one department as of December 2012.

CJAB Meetings

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

Dates for CJAB meetings for the remainder of 2013 are **October 15th and December 17th.**

Proposed meeting dates for 2014: February 18th, April 15th, June 17th, August 19th, October 21st, and December 16th

Standing CJAB Committees have been formed to examine various topics and circumstances that require attention. At present, the committees are D.U.I. Court, Veterans Court, Mental Health, and Prison Overcrowding.

CJAB STRATEGIC PLANNING THEN AND NOW

STRATEGIC PLANNING 2008

The most recent Strategic Planning activity undertaken by the Lebanon County Criminal Justice Advisory Board took place on August 19, 2008 and was facilitated by the Davidson Group, a consulting firm based in Mechanicsburg, PA. The one-day planning retreat was funded under a technical assistance grant through the PA Commission on Crime and Delinquency.

Attendees noted the following key accomplishments of the CJAB since its inception: the CJAB is together; CJAB has a set of Bylaws; members have identified key issues in Lebanon County and are trying to figure out ways of solving them; good attendance at meetings; establishment of a handful of subcommittees; other non-agenda items can be addressed simply by bringing reps from different departments together in one room.

The members engaged in a ***SWOT Analysis*** of the CJAB, meaning a discussion and evaluation of the Board's **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. After taking all elements of SWOT into consideration, the Board "synthesized" the following 12 items:

- Being able to work through a project and see the benefits of it.
- Continuing the education of CJAB members.
- Learning from other CJABs
- Getting complete cooperation and attendance
- Encouraging people to attend and participate
- Increasing the sense of the CJAB as a safe environment
- Learning how to work with political agendas
- Clarifying the CJAB's role
- Maintaining steadfastness (with considerations).
- Moving toward a more meaningful agenda
- Demonstrate accomplishments
- Conduct more efficient meetings.

From here, the Board arrived at a consensus, as a model strategic planning process, to focus on the first item, namely ***"Being able to work through a project and see the benefits of it."***

STRATEGIC PLANNING IN 2013

During the five year (2008-2013) period between Strategic Planning sessions, it is fair to state that the Lebanon County Criminal Justice Advisory Board has been more than able to "work through a project and see the benefits of it." The Board has been able to come together to discuss issues of mutual interest without rancor and politics. This team effort has also enabled the CJAB Coordinator/Grant Planner, with capable assistance from other Board reps and their respective departments, to apply for and secure grant funding to begin or continue several programs that have proven their effectiveness over time. This includes the highly successful D.U.I. Treatment Court and the equally successful Renaissance Crossroads Treatment program for drug or alcohol-addicted offenders. Realizing that is had been five years since the last serious discussions on Strategic Planning, members agreed that it was time to update the Plan from 2008 and identify key issues for the Board to address over the next year or two.

CJAB Membership Survey

In Spring 2013, CJAB members completed an online survey developed by the PA Commission on Crime and Delinquency (PCCD) to gauge members' attitudes and opinions on how well the CJAB has been functioning in Lebanon County. This was considered a vital first-step in laying the groundwork for development of a new Strategic Plan: encouraging members to provide an honest assessment of challenges facing the criminal-justice system and how well the CJAB is doing at meeting those challenges. What follows is a review of the key responses to the various questions posed by the survey:

Trends and Dynamics Facing the Criminal Justice System in the County: Fiscal constraints; continued criminal activity associated with addiction and substance abuse; return of veterans from Iraq and Afghanistan and the potential for a Veterans' Court; need to meet the needs of seriously mentally ill persons; demographic changes and cultural integration of growing Hispanic population; deterioration of societal norms, boundaries, family structure, etc.

Significant Threats Facing our Criminal Justice System: Inadequate resources; increases in violent crime and "high tech" criminal activities; overall increase in prison population, including an upswing in seriously mentally ill persons in the prison system; a sicker and angrier society.

Significant Opportunities Facing our Criminal Justice System: Opportunities for collaboration; use of innovative approaches to solving crime and administering justice; improving technologies and proper use of data collection to diagnose areas of concern.

***Strengths of our System*:** Well-trained professionals; responsible public officials; strong community collaboration through CJAB; new structure for probation services in the county.

Weaknesses of the System: Lack of adequate resources and possibility of reductions in grant funding; some lack of knowledge about serious mental illness and how to address this issue within the prison system; "silo thinking," meaning a tendency for agencies to look to their own interest first.

At What Does our CJAB Excel: Cooperative approach to problem solving; reaching out to community partners; achieving a unified perspective on issues that exist.

What Have been Our Major Accomplishments: Operating under bylaws; obtaining grants to assist our efforts; coming together to discuss issues with mutual respect; working together to reduce the prison census; communicating with stakeholders.

Where are We Falling Short: Projects not always moving as rapidly as hoped; implementing diversion strategies into the criminal justice system; still lacking full momentum and buy-in.

Continuing Areas of Frustration: Concerns about long-range funding and lack of resources; getting a full commitment from every participant.

What We Could Do More Effectively: Responding to questions and inquiries; Strategic Planning; thinking in terms of broader goals; accessing resources within the community that do not use county funding.

What Would Go "Undone" if CJAB did not Exist: Grant planning and managing; lack of a forum to collaborate; lost opportunities for funding for CJAB initiatives.

CJAB members reviewed the results of the survey at the June 18, 2013 CJAB meeting. At the recommendation of PCCD representative Kim Mackey, also in attendance at that 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 suggested by CJAB members were as follows:

- ***Establishment of a Day Reporting Center***
- ***Establishment of a Veteran's Court***
- ***Establishment of a Mental Health Court, or mechanisms 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***

- ***Unified Case Management system for the District Attorney's Office, Probation Services, and the Correctional Facility***
- ***Children's Advocacy Center***
- ***Central Booking***

Areas of Emphasis for Upcoming Strategic Plan

August 20th: CJAB members reviewed the priority list, then 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.** It should be noted that prioritizing the aforementioned areas should not be interpreted to mean that the CJAB considers the other issues of no importance. Quite the opposite. All issues listed by CJAB members will be addressed by the Board to some degree over the next year.

Also, at the August 20th meeting, the members agreed to keep the "*CJAB Mission Statement*" intact without any word changes and to endorse the following roles 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.
- 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.

MAPPING OUT A DIRECTION FOR THE STRATEGIC PLAN FOR 2013-2014

VETERANS' COURT IN LEBANON COUNTY

At present, 15 counties in the Commonwealth of Pennsylvania have established Veterans' Courts as a type of problem-solving or specialty court within their judicial systems. 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. Recognizing the growing interest in Veterans Courts in Pennsylvania, as well as other states in the nation, CJAB has formed a Veterans Court Committee to study this issue and make recommendations. It must be noted that several counties in the region—Berks, Lancaster, Dauphin, and York—currently operate this kind of specialty court. Lebanon County is home to a large and expanding Veterans Administration Medical Center, which provides treatment and counseling for offender who are accepted into the Veterans Courts in the aforementioned counties. The absence of a Veterans Court in a county that has a VA Medical facility makes establishment of such a court a top priority. A Veterans Court is also noted as a new component of Lebanon County's ***Intermediate Punishment Plan*** aimed at providing alternatives to incarceration for eligible offenders.

Implementation Strategies

As noted earlier, the CJAB, recognizing the importance of serving veterans who enter the criminal-justice system, approved an amendment to the CJAB Bylaws in February 2013 to add the Veterans Justice Outreach Coordinator as a Core Member of the Board. The individual in that position, Ms. Julie Bergstresser, is now an active member of CJAB as well as the Veterans Court Committee.

The goal of Veterans Justice Outreach (VJO) is to provide treatment to Veterans finding themselves in the criminal-justice system, conduct outreach to Veterans while

incarcerated, and engage Veterans in treatment and rehabilitation. The intent is to treat underlying conditions that led to the commission of the crime, prevent homelessness, readjust to community life, and desist from committing new crimes or probation/parole violations. If a Veterans Treatment Court is established in Lebanon County, the VJO will participate in court proceedings and assist with VA enrollment. (Ms. Bergstresser works with Veterans Courts in York, Lancaster, Dauphin, and Berks counties. There have been 620 VJO referrals since 2009.)

The Veterans Court Committee met on May 31, 2013 in the Chambers of President Judge John C. Tylwalk to renew serious discussions on establishing this kind of treatment court in Lebanon County. The meeting was attended by all four Judges of the Lebanon County Court of Common Pleas, VJO Coordinator, Veterans Affairs representative, and representatives from all departments involved in the criminal-justice system. The committee reviewed the history of Veterans Courts in the U.S. and examined the practices and policies of Veterans Courts in neighboring counties, Lancaster County in particular. Among the issues discussed:

- Eligibility—Open to all Veterans, or restricted to Veterans with military-related mental conditions?
- Charges—Only non-violent offenses?
- Pre or post conviction?
- What role should mentors play in a Veterans Court?
- What is the role of the VA staff?

Committee members reviewed the current status of Veterans in the Lebanon County Court System. *Questions: is the number of Veterans in the system high enough to justify the formation of an entirely new court? What other options could the County pursue?*

The Committee agreed to examine pre-trial screening tools and intake-assessment forms in other counties to see whether questions about an offender's Veteran's status is part of any form or questionnaire.

The Veterans' Court Committee met for the second time in the Chamber of President Judge Tylwalk on July 2, 2013, to review information from the previous meeting and to discuss the next steps in the process. It was agreed that the intake forms used by the District Attorney's Office (Central Booking), Public Defender's Office, and the Correctional Facility would be revamped to inquire whether an offender has ever served in the military.

Review of Actions Taken to Date:

✓Veterans Justice Outreach (VJO) Coordinator added as Core Member of CJAB

✓Veterans Court Committee met twice with the President Judge to discuss the issues pertaining to the establishment of such a Court in Lebanon County

✓New UCM system used to discern number of veterans in criminal justice system and their present status

✓Intake forms revamped to inquire about military status of offenders

✓The CJAB Planner has visited the Lancaster County Veterans Court to get a first-hand view of how the Court there functions. He also attended a Veterans conference in April at which issues and questions related to establishing a Veterans Court was one of the featured seminars.

CJAB GOAL FOR 2013-2014

✓Establishment of a fully operational Veterans Court or court-related program to assist Veterans by January 2014.

DAY REPORTING CENTER (DRC) IN LEBANON COUNTY

The County's Updated Intermediate Punishment Plan makes reference to the possible establishment of a day reporting center to serve as an alternative to incarceration for offenders meeting certain criteria. Currently, at least eight counties in the Commonwealth have formed and operate such centers to reduce corrections costs and still provide and maintain effective sanctions. In general, day reporting centers require offenders who are on pretrial release, probation, or parole to appear at a specific location on a regularly scheduled basis to "check in" with authorities and receive counseling, treatment, job training, etc. As the name suggests, these centers are not residential facilities; rather, offenders are allowed to return to their homes at night. Advocates of DRCs are adamant in their belief that these sites fulfill the objectives behind the punishment of criminal offenders: ***incapacitation, retribution, and rehabilitation.***

Implementation Strategies

The CJAB Planner/Grant Coordinator has continued to collect and study information about the operations of DRCs in other Pennsylvania counties. Five CJAB members—President Judge Tylwalk, County Commissioner Robert Phillips, Court Administrator David Wingert, Probation Services Director Sally Barry, and CJAB Planner John Shott—visited the DRC in Chambersburg, Franklin County on 10/4/13 to get a first-hand view of what is considered a highly successful model. Franklin County's DRC is managed by BI Incorporated, operating on an annual budget of $1.3 million. According to Dr. Kimberly Eaton, DRC Program Director, the cost of diverting an offender to the DRC is $28 per offender per day, compared with the $68 per day cost of housing him/her in the county prison.

Review of Actions Items Taken to Date

✓CJAB Planner has researched the operations of DRCs in other counties and continues to monitor latest information and data.

✓CJAB members visited DRC in Chambersburg, Franklin County, on 10/4.

CJAB GOAL FOR 2013-2014

✓ Lay groundwork for the eventual establishment of a Day Reporting Facility in Lebanon County as per the County's Intermediate Punishment Plan. CJAB Planner will explore grant funding for this project.

MENTAL HEALTH COURT IN LEBANON COUNTY

At present, 15 counties in the Commonwealth operate Mental Health Courts as specialized courts designed to provide intensive supervision and treatment for offenders who have been diagnosed with serious mental illness. These courts form partnerships with the mental health and criminal justice communities to develop and coordinate appropriate levels of treatment

as a means of reducing recidivism and enabling offenders to get control over their lives. Mental Health Courts have been established in the neighboring counties of Berks, Lancaster, Dauphin, and York.

As noted earlier, the County of Lebanon has established and operates a successful D.U.I. Treatment Court . For those Levels 3 and 4 offenders with drug and/or alcohol addictions, the County also operates, in partnership with PA Counseling Services, the highly effective Renaissance Crossroads program, a 34-month intensive in and out-patient treatment program designed to break offenders from the bonds of dependency and to get their lives back on track. Both of these treatment programs are central components of the County's Intermediate Punishment Plan to maintain alternatives to incarceration. A Mental Health Treatment Court would also serve as a jail-diversion program.

Implementation Strategies

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. This committee or another designated workgroup could begin the process of examining how the current system serves or fails to meet the needs of offenders, identifying key components of a mental health court, and developing a timeline and budget.

The CJAB Planner has also gathered information on the delivery of mental-health services to inmates in other counties of the fifth class. One of the primary issues focused on whether offenders have access to the services of a psychiatrist while in prison and under what circumstances. Other issues: overall delivery of medical services to inmates, policies on distributing prescription drugs at time of release, presence of mental health clinicians at correctional facilities.

CJAB GOAL FOR 2013-2014

The Mental Health Committee, or other working group designed by the CJAB, will continue to examine the delivery of mental health services to offenders and whether a formal Mental Health Treatment Court needs to be established in Lebanon County.

UNIFIED CASE MANAGEMENT FOR PROBATION SERVICES, DISTRICT ATTORNEY'S OFFFICE, AND THE CORRECIONAL FACILITY

The County Commissioners Association of Pennsylvania (CCAP) has developed a Unified Criminal Justice Case Management System Prototype Project ***"to explore the feasibility of a unified case management system where core offender information is entered one time, then individual criminal justice departments can access the record and add their specific department information."*** The problem with existing "silo" approaches to case management, as CCAP views it, can be summarized by the following: separate case management systems for Adult Probation, District Attorneys, and prisons; manual data entry; data quality issues; difficulties in using data for management decisions; and, inefficient offender processing. The solution is to develop a uniform system with a core set of offender data in one location that is accessible by the appropriate criminal justice staff. This centralized system uses National Information Exchange Model (NIEM) best practices and is designed to contain a single instance of core offender data/info upon which additional information can be added to fit specific needs of departments. The objective is simple: to improve the accuracy and timeliness of data entry and processing of offenders.

Around the same time CCAP was developing UCM, the Administrative Office of PA Courts (AOPC) deployed its own version of UCM known as Problem-Solving Adult and Juvenile Courts Information Systems (PAJCIS), the use of which is required of any county with a problem-solving court, such as the D.U.I. Treatment Court in Lebanon County. The new system is designed to enable court coordinators to provide the reports and performance measures needed by AOPC to determine whether problem-solving courts across the Commonwealth are having a positive impact on the lives of the offenders served.

Implementation Strategies

Lebanon County was selected to serve as one of five pilot counties across the Commonwealth to work with CCAP in the development and implementation of the UCM system. In February 2013, Ms. Sally Barry, Director of the Lebanon County Office of Probation Services, sent a letter to the PA Commission on Crime and Delinquency (PCCD) in support of a concept paper submitted by CCAP to the Commission for funding for the UCM project. It was the County's contention

that the effort and planning involved in the UCM project since its inception definitely met a major PCCD objective to fund projects that "improve the accuracy and reliability of state and local criminal justice data through the automated exchange of information and data quality initatives."

All Probation Officers and Supervisors have undergone training in using the new system, and the "go live" for the Office of Probation Services took place on April 8, 2013. Being at the forefront of a centralized system using NIEM best practices gives the County an advantage in evaluating information and, as a result, developing strategies to bolster the ability of the County to implement its ongoing Intermediate Punishment Plan. (**EXAMPLE**: The new system enabled the Office of Probation Services to prepare a list of all veterans currently in the County's criminal justice system in preparation for the Veterans Court Committee meeting held on 5/31/13.)

On 6/20/13, the County Commissioners approved and signed the Criminal Justice Unified Case Management Program Agreement between CCAP and Lebanon County. This Memorandum of Understanding (MOU) defines roles and responsibilities as well as outlines the requirements necessary to participate in the UCM program.

Although the District Attorney's Office and the Correctional Facility are part of the UCM Pilot Program, "go live" dates for these two departments have not yet taken place. The Correctional Facility has not established a "go live" date due to interface issues with the current system. The Correctional Facility and the County's Management Information System have been working with the UCM Committee to rectify this situation, enabling the Correctional Facility's computer network to accommodate UCM. The District Attorney's Office was slated for a "go live" date in September, but this has also been delayed until technical issues can be resolved. CCAP has been working with the District Attorney's Office, testing the new system and addressing various issues that have arisen. The expectation is for a "go live" date sometime in November.

The Lebanon County D.U.I. Court Treatment Team has been working to implement PAJCIS. The D.U.I. Court has entered all basic information into the system, but is working to enter additional information—sanction and incentive history, type and length of treatment, etc.—to readily utilize the analytical aspect of the system. In May 2013, the D.U.I. Court Coordinator and a D.U.I. Court Probation Officer attended a two-day training in State College on effective use of PAJCIS.

Review of Action Items Taken to Date

✓Comprehensive training for Probation staff in preparation for 4/8/13 "go live" date

✓Probation Services letter to PCCD in support of funding for UCM project.

✓UCM used to prepare report for Veterans Court Committee.

✓Out-of-county training for D.U.I. Court Coordinator and D.U.I. Court Probation Officer on use of PAJCIS.

✓Memorandum of Understanding between CCAP and Lebanon County

CJAB GOALS FOR 2013-1014

✓The Office of Probation Services, District Attorney's Office, and the Correctional Facility will make every effort to use UCM as effectively as possible, developing solutions to integration-related issues as they arise. The County's Management Information Systems (MIS) Department will remain an integral part of these efforts. Ongoing training for all staff members involved in UCM will be scheduled to ensure proficiency in using the system. Because Lebanon County is one of only five pilot counties in the Commonwealth to test UCM, the importance of setting a solid example for other counties cannot be overlooked.

✓The District Attorney's Office, through the D.U.I. Court Coordinator, will also continue to master the Problem Solving Adult and Juvenile Court Information System (PAJCIS), as mandated by the Office of PA Courts (AOPC). A main objective is to ensure that both UCM and PAJCIS, while not necessarily compatible, can be implemented, working in tandem to ensure quality case management and statistical reporting.

OTHER AREAS TO BE ADDRESSED BY CJAB

- ***Pre-Trial Services to Assess Offenders' Needs***—The plan is to develop an effective risk-assessment instrument to better enable the criminal justice system in Lebanon County to determine an appropriate level of services for adults and juvenile offenders.

  Probation Services has been examining various assessment tools currently used in other jurisdictions for both adult and juvenile offenders. Two instruments are of particular interest:

  Ohio Risk Assessment System (ORAS)—Identifies risk levels and indicates areas of need that must be addressed to reduce recidivism.

  Massachusetts Youth Screening Instrument Version 2 (MAYSI-2)--Designed to assist juvenile justice officials in identifying youths 12 to 17 years of age who could have particular mental-health or other needs.

- ***Technology Upgrades—***This covers several fronts, though courtroom security was noted as a particular concern when CJAB members were asked to list priorities for the Strategic Plan. The CJAB Planner/Grant Coordinator will continue to research this topic and explore funding sources to bolster courtroom security and, as a result, thwart potentially dangerous situations. Other projects for which grant funding will be explored, include:

  Equipping County Departments with New Tasers—New tasers are needed for the Sheriff's Office, District Attorney's Office, Probation Services, and the Correctional Facility. Tasers now used are at least five years of age and could be losing their effectiveness, which increases risk to law-enforcement.

  PC Tablets for Probation Officers—Giving field officers access to instant information while enhancing recordkeeping would improve the overall delivery of service and improve public safety.

- ***Children's Advocacy—***Improving the level of response and assistance to children who are the victims of crime, neglect, abuse, exploitation, etc. Possible creation of a Multi-Disciplinary Team (MDT) in the District Attorney's Office to provide a coordinated, timely response to victimized children and their families. Addition of a full-time counselor to provide high-quality crisis intervention and guidance through the criminal justice and medical process.

- ***Central Booking—***This department plays a key role in the County's criminal justice system. However, at a time of fiscal austerity and tight budgets, the question remains whether the County can afford to continue operating Central Booking under its current structure. The Commissioners have discussed eliminating Central Booking's third shift as a possible cost-saving measure. It is agreed that the County must work toward self-sustainability for the department or at least come close to a "break even" scenario.