

Adams County Criminal Justice Advisory Board

Strategic Plan for 2015-2016

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**Adams County
Criminal Justice Advisory Board
Strategic Plan
2015-2016**

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Introduction

The County of Adams in the state of Pennsylvania, which is approximately 519 sq. miles, was officially designated as a 5th class county in 2012 and has seen a steady increase in population for the last several years. According to the 2010 US census, Caucasians make up 90% of the population with Hispanics representing 6% and African-Americans another 2%. The approximate population size of the County is 101,546 and the County seat is in Gettysburg, PA.

The unique population and its diverse nature; comprised of both urban and rural areas; has presented interesting challenges to public officials in addressing the needs of the populous in Adams County. As development pushes in from the north, south and eastern ends of the county there has been an ever increasing demand on the limited resources within our boundaries.

With the influx of growth, the strain on the Adams County Criminal Justice System has been increasing as well, especially in regard to the tightening of governmental budgets and the responsible use of these limited resources. The Adams County Criminal Justice Advisory Board (CJAB) was formed in 2007 by public official as a forum that could address the issues facing the criminal justice system locally, while responsibly addressing the needs of the Adams County citizenry.

Prior to the inception of the CJAB, there was little effort to organize county criminal justice departments and initiatives. A forum did not exist that brought together all of the county criminal justice entities to focus on holistic organizational needs and to address those needs in a collective manner. The development of a county-based criminal justice policy board created the forum to begin a comprehensive, organized system approach to focusing on criminal justice issues in Adams County.

Overview of the Board

In September of 2007, stakeholders in the Adams County criminal justice system, with the assistance of the Pennsylvania Prison Society and the Pennsylvania Commission on Crime and Delinquency, formed the Adams County Criminal Justice Advisory Board (CJAB). The Board approved by consensus the creation of the Executive Committee consisting of the CJAB chair, vice-chair, an at-large member, and the standing committee chairs.

During the first few months of operation, the Policy Committee met to re-evaluate the guidelines to address Board membership and voting rights. The guidelines were adopted as the Adams County Criminal Justice Advisory Board Bylaws on November 8, 2007. Three standing committees were formed at this time; the Policy Committee, the Grants Committee, and the Technology Committee and individuals were recommended to each by the Board.

In January of 2008, an ad hoc committee was formed to begin the search for a CJAB Coordinator whose role would be to assist with operations of the CJAB and to seek funding opportunities for CJAB initiatives. This committee put together a funding proposal for the Pennsylvania Commission on Crime and Delinquency and a coordinator's grant was approved by that agency

in the spring of 2008. On July 1st, 2008, the County of Adams and the Court of Common Pleas hired its first Criminal Justice Advisory Board Coordinator.

During initial meetings of the CJAB, participants identified many areas of concern within the criminal justice system and recognized the following critical matters facing the county's criminal justice system. Those matters included the following: mental health problems, performance measures and evaluation, drug and alcohol difficulties, transitional housing dilemmas and the development of a county shooting range. After some discussion about these topics, transitional housing was combined with the mental health initiatives.

As a result of identifying these four critical issues of the criminal justice system, the first long term ad hoc committees of the CJAB were established: the Mental Health Committee and the Shooting Range Committee. The JNET Advisory Committee was also created as a subcommittee of the standing CJAB Technology Committee.

After a review process, which occurred in the second year of the CJAB, two additional ad hoc committees were organized: the Central Booking Committee and the Drug and Alcohol Committee. Early in 2009 the Central Booking Committee successfully completed the task of creating a Central Booking Plan for the County and, upon its completion, the committee was disbanded. During 2009 the CJAB created two additional ad hoc committees: the Court Efficiency committee and the Constable committee to address concerns in these areas within the county.

At the April 2010 CJAB meeting both the Drug and Alcohol and Mental Health committees' status were changed to CJAB standing committees due to the ongoing nature of their respective issues. These changes were reflected in an updated version of the Adams County CJAB's by-laws.

Throughout 2011, 2012 and 2013 the Adams County CJAB continued to make progress on several areas of concern through the diligent work of their sub-committee structure. The sub-committee structure currently consists of an Executive Committee, four (4) standing committees (Policy, Technology, Mental Health and Drug & Alcohol), and four (4) ad-hoc committees (Justice Reinvestment, Warrants, COOP, and Children of Incarcerated Parents).

The sub-committee structure has aided in providing the groundwork of support for several projects over the CJAB's first seven years. This structure has also allowed for the participation of many more individuals in the CJAB that would have been possible otherwise. This includes members from within the criminal justice system of the county as well as members of interested community organizations and agencies. The benefit of this increased participation is the escalated draw on talent that exists within the County of Adams and far greater use of limited resources for the community. The listing of current committee members can be seen in "APPENDIX D of this document (see page 22, APPENDIX D).

In February of 2014 there was an organizational change that occurred when the coordination responsibilities of the CJAB were placed under the newly created Department of Operational Services and the coordinator position was changed to the Director of Resource Development.

This change has aided in the goal of using the County's criminal justice resources in a more efficient and responsible manner and has helped in moving the CJAB forward.

Many major projects are still being successfully worked on by the CJAB and its subcommittees including the Crisis Intervention Training (CIT) program, an Adams County D&A resource assessment, and various technology issues including work on the local criminal justice dashboard. Regionalization efforts with Franklin/Fulton counties are underway with the CIT initiative and two representatives from the CJAB have been asked to serve on the Statewide Digital Dashboard Project steering committee.

Progress continues to be made with the CJAB going into 2015. Participation by voting members, associate members and community representatives is strong and efforts will be made to increase the local participation levels in the upcoming years; especially among the law enforcement and educational communities. The Adams County CJAB will continue to strive towards providing dignified, respectful and efficient services to the people of Adams County, as well as providing a responsible and effective criminal justice system locally.

Mission Statement and Purpose

In November of 2007, the Criminal Justice Advisory Board adopted a mission statement to reflect the importance of how to address criminal justice issues within the County. In 2010 the mission was updated to reflect a more current view of the work within the CJAB. The CJAB has continued to pursue identified matters as part of its overall strategic plan to take an all-inclusive, structured and proactive approach to identifying criminal justice issues in Adams County.

The mission statement of the Board is:

The mission of the Criminal Justice Advisory Board is to improve the quality of life within Adams County by supporting the local criminal justice system through an ongoing forum for collaboration among key decision-makers.

The purpose of the Board is:

The purpose of the board is to evaluate, analyze, plan, and integrate information, as well as to identify, access and sustain sources of funding. This will allow the board to recommend actions to ensure the delivery of dignified, efficient, respectful and sustainable service to the Adams County community.

One primary purpose of the Board is to achieve consensus on methods to create efficiencies and improve the effectiveness regarding the administration of criminal justice in Adams County.

Goal of the Board

The ongoing goal of the Adams County CJAB is:

To create and coordinate opportunities, methods and processes within Adams County to improve its criminal justice system and lead to more dignified, efficient, respectful and sustainable service to the community.

Based on this goal, the CJAB has established the following procedures:

1. Bring together key decision makers on a bi-monthly basis to openly discuss issues that affect the justice system.
2. Identify problems and issues, and proactively address those issues through planning and coordination.
3. Review programming and policies, avoid duplicate spending of criminal justice agencies, improve programming, and initiate innovative programs and policies through working group processes.
4. Facilitate the administration of justice and the provision of services and programs through the Criminal Justice Advisory Board Office.

Board Structure and Membership

In 2007, the CJAB underwent a formal organization of structure and membership to improve the efficiency and effectiveness of the Board towards meeting its objectives. The By-laws identified 17 voting members of the CJAB and this organization assisted in improving the following:

- ◆ Creating a more productive meeting schedule
- ◆ Downsizing membership to accurately reflect key decision makers and increase board membership attendance
- ◆ Increase sub-committee structures and membership opportunities
- ◆ Changing the by-laws for CJAB and CJAB office operating purposes

A Judge of the Court of Common Pleas serves as Chair of the Board (currently the Honorable Michael George) and a County Commissioner serves as Vice-Chair (currently Commissioner Randy Phiel). The CJAB office staff consists of a CJAB Coordinator who serves as an ex-officio member of the CJAB. Other members are selected based on their position in the criminal justice system, county government and dedication to the criminal justice system from within the local community. Listed in the table in “APPENDIX A” is the full current voting membership (see page 19; APPENDIX A).

The CJAB also consists of several associate members who have been identified because of their background, experience and/or interest in criminal justice matters in the County. These members fully participate in the planning and discussion stages of CJAB ventures and share their thoughts

and ideas with the Board. However, these individuals hold no voting authority on the Board. Listed in the table in “APPENDIX B” are the associate members of the Adams County CJAB (see page 19; APPENDIX B).

Review of the Board

Over the past seven years the CJAB has developed ambitious plans. In a relatively short time the CJAB has successfully accomplished the following:

Board:

- Formation of Bylaws – Sept. 07
- Formation of Mission Statement – Sept. 07
- Formation of Committees (Policy, Technology, Grants, Executive) – Sept. 07
- Prioritization of Issues Completed – Jan. 08
- Began Summary Reports on local CJ System (911/EMS, Law Enforcement, Central Booking, District Justice, ACACC, Re-Entry, APO) – Feb. 08 (ongoing)
- Presentation on source of statistical data available to County – Feb. 08
- Formation of Mental Health Committee – Feb. 08
- Began relationship with Davison Group, Inc., Mechanicsburg, PA – Sept. 08
- Ad hoc Shooting Range Committee formed – Oct. 08
- Ad hoc Central Booking Committee formed – Dec. 08
- Recognition of JCJC Juvenile Supervisor of the Year, Bob Tomassini – Dec. 08
- Recognition of JCJC Court Operated POY- Don Fennimore – Dec 08
- Preparation for the “Right to Know Law” – Dec. 08
- Held first Strategic Planning Retreat – Jan. 09
- Ad hoc Drug & Alcohol Committee formed – Feb. 09
- Approval of 2009-10 Strategic Plan – April 09
- Approval/Acceptance of Central Booking Plan – June 09
- Formation of Ad Hoc Constable Committee – June 09
- Formation of Ad Hoc Court Efficiency Committee – June 09
- Addition of Jennifer Weaver (HACC- Gettysburg) as voting member – Dec. 09
- Approval of Local JNET Policy Manual for the County – Dec. 09
- Held second Strategic Planning Retreat- Mar 10
- Approval of 2010-11 CJAB Strategic Plan – June 10
- Changed status of MH and DA committees to “standing committees” – Jun 10
- Approved update CJAB bylaws – August 10
- Held third Strategic Planning Retreat- May 11
- Formation of the Ad Hoc Warrant Committee – Jun 11
- Formation of the Ad Hoc Children of Incarcerated Parents Committee – Jun 11
- Approval of 2011-12 CJAB Strategic Plan – Aug 11
- Formation of the Ad Hoc COOP committee – Feb 12
- Appointed new Vice Chair to Board – Feb 12
- Held fourth annual Strategic Planning Retreat – May 12
- Addition of Shannon Harvey (HACC-Gettysburg) as voting member – Jun 12
- Approval of 2012-13 CJAB Strategic Plan – Aug 12
- Formation of Ad Hoc Adams Walsh Committee – Aug 12

- Formation of Justice Reinvestment Ad Hoc Committee – Jan ‘13
- Held fifth annual Strategic Planning Retreat – May 13
- Establishment of local Constable Policy – Jun ‘13
- Formation of Ad Hoc Virtual Warrant Committee – Dec 13
- Held sixth annual Strategic Planning Retreat – Oct 14

Coordinator:

- Coordinator hired July 08
- Participation in AOPC Technology Conference – May 08
- Participation in PCCD CJAB Conference – June 08
- Participation begun with Collaborating for Youth (CFY) – July 08
- Relationship begun with CJAB Coordinators from Franklin, Cumberland, York and Lebanon Counties – July 08
- Completion of PCCD Grant Management training – July 08
- Participation in JNET County Integration Conferences – Aug., Dec. 08
- HACC Online Ed. completed, Writing Effective Grant Proposals – Aug. 08
- Participation in Franklin County CJAB meeting – Aug. 08
- Participation begun with CFY Project and Grants Committee – Sept. 08
- Participation in Resource Mapping Meeting with Healthy Adams Co. – Sept. 08
- NCTC Grant Writing Training, Ft. Indiantown Gap, PA – Oct. 08
- Participation in Lebanon County CJAB meeting – Oct. 08
- Participation in PCCD CJAB Seminar – Dec. 08
- Participation/Organized CJAB Strategic Planning Retreat – Jan. 09
- JNET Contact Information List Updated – Jan. 09
- Participated in CCAP Grant Partnership Seminar – April 09
- Participated in Photo Shoot for Crisis brochures project – April 09
- Participated in Proclamation w/ CFY “Parents who Host” campaign – May 09
- Attended/Observed Cumberland County Drug Court – May 09
- Voted in as an official member of the CFY Board – May 09
- Attended Intergenerational Communications Training – September 09
- Attended initial Constable Committee meeting – September 09
- Began discussions with the Community Re-Entry Coalition – October 09
- Filed DCED Government Excellence Award Application – November 09
- Attended PCCD Stimulus/JAG Funding WebEx training- December 09
- Assisted in the filing of three ARRA grants – Dec. 09
- Assisted the Sheriff’s Department in filing the License to Carry grant – Jan. 10
- Participation in JNET County Integration Meeting – Mar 10
- Participation in ATP Communication Preference Training – Mar 10
- Participation/Organized CJAB Strategic Planning Retreat – Mar. 10
- Participation in ATP roundtable discussion with PA Chief Justice – Mar 10
- Began participation in Adams County Domestic Violence Task Force – May 10
- Received “Certificate of Appreciation” from CFY organization – May 10
- Attended Prison Society Criminal Justice Conference – June 10
- Attended EpiCenter Coalition Conference in State College – June 10
- Attended Annual Prevention Conference in State College – June 10
- Attended Shooting Range Committee meeting with Commissioners – August 10
- Attended PAS Training within County – Sept. 10
- Attended Domestic Violence Lecture (Mark Wynn) – Nov. 10

- Began work on Sentencing Guideline Training- Mar. 11
- Began work on Courtroom Security Training- Mar. 11
- Participation in PCCD D&A Conference – Apr. 11
- Participation in PCCD CJAB Conference – Jun 11
- Participation in PCCD Dashboard Project Workgroup – Oct 11
- Began participation on County IT team – Apr 12
- Attended JNET Integration Meeting in State College – May 12
- Attended Adams County Health Assessment Forum – Jun 12
- Spoke at Healthy Adams County Luncheon on CJAB- Jan 13
- Facilitated the Parents’ 360 Plus program at Conewago School District – Mar 13
- Attended PCCD CJAB Coordinators Conference – May 2013
- Summited ChIPs press release to local media – Aug 13
- Attended PCCD Annual CJAB Conference – Oct 13
- Title Change to Director of Resource Development – Feb 14
- Attended CIT Conference (State College)- Mar 14
- Met with Director of CONTACT Helpline 211 service- Apr 14
- Participated in DocStar Training- Apr 14
- Participated in “Drug Take Back” day - Apr 14
- Re-established JNET Criminal History Access – Jun 14
- Attended State Dashboard Steering Committee (PCCD)- Jun 14
- Attended JNET Integration Meeting (State College)- Jun 14
- Attended PCCD Annual CJAB Conference- Sept 14

Projects:

- Concept Paper for CJAB Coordinator completed – Dec. 07
- Local CJ Records Management System Administrator list created – Feb. 08
- JNET annual report received with very positive scores- June 08
- Resource Mapping/Grant Directory Projects begun – Sept. 08
- Provided support to Court Assessment and Transformation Project – Sept. 08
- Provided support of the Court Mission and Vision Statement – Oct. 08
- Guidelines for LE responding to Person with Severe Mental Illness – Nov. 08
- Approval of ICM case worker at ACACC from York/Adams MHMR- Jan. 09
- Production of Adams County Mental Illness Crisis brochures/insert – Feb. 09
- Development/Approval of ’09-’11 CJAB Strategic Plan – April 09
- Hosted JNET Overview Training – May 09
- Hosted Mental Health Training for Law Enforcement – June 09
- Hosted Heroin Training for Local Professionals – June 09
- Began study on a Jail Diversion Program for the County – Aug.09
- Began work on a Constable Policy for the Court – Sept. 09
- Began work on Merger of Probation Services – June 10
- Began work on Mental Health Partnership project – June 10
- Began work on License to Carry Project – June 10
- Began involvement with CCAP Data Quality Project – July 10
- Participation in the DEA “Drug Take Back” initiative – Sept 10
- License to Carry Project Software Installation/Start-up – Dec 10
- Youthful Offenders Education Program Start-up- Jan 11
- Began work on the Digital Dashboard Project – Apr 11
- Hosted Synthetic Drug Trends Seminar for local professionals – July 11

- Hosted Prescription Drug Training Seminar for local professionals – Jan 12
- Hosted Mental Health “101” training for local professionals – Jun 12
- Began implementation of “CIT” program through MH subcommittee – Jul 12
- Began work on ACT 11 (Adams Walsh Act) implementation – Sept 12
- Completed work on Act 11 (Adams Walsh Act) – Dec 12
- Parents 360 Plus Program (Conewago School District) – Mar 13
- YADAC Professional In-service training – Aug 13
- Began work on Virtual Warrant/Video Conferencing Project – Dec 13
- Began discussions with Franklin Co. on CIT Regionalization- Mar 14
- Began work on D&A Prescription Drug Project- Jun 14
- CIT Coordinator hired – Aug 14
- D&A resource assessment project began – Sep 14
- CIT Coordinator trained in CIT program – Oct 14

Technology:

- Formation of Technology Committee Mission Statement – Dec. 07
- Adams County is first in State in regards to Finger Print compliance – Dec. 07
- Formation of JNET Advisory Committee – Sept. 08
- Court Credit Card payment project approved – Oct. 08
- SAVIN system (Victim notification) installed at ACACC – Nov. 08
- Increased Bandwidth between County buildings – Jan. 09
- JNET Jail ER II update – Feb. 09
- Creation of CJAB presence on County Website – April 09
- Established local JNET Policy Manual – Nov 09
- CPCMS Credit Card payment system implemented- Mar. 10
- Began involvement with CCAP Data Quality Project – July 10
- Updated CJAB presence on new County website – August 10
- Participation in PCCD Digital Dashboard Seminar, Harrisburg – September 10
- CCAP Data Quality Project Kick-off Meeting- March 11
- CJIEP Project started – May 11
- Local Digital Dashboard project official “handoff” – Oct 11
- JNET Overview Refresher Training – Mar 13
- JNET User Training – Sept 13
- CJAB sponsored DocStar Training at 911 Center- Apr 14
- Began participation on State Dashboard Steering Committee (PCCD)- Jun 14

Grants:

- Received \$10,000 Juvenile Justice and Delinquency Prevention Grant – Dec. 07
- Received PCCD \$1500 Technical Assistance Grant – Dec. 07
- Received \$45,085 CJAB Coordinator Grant– March 08
- Received PCCD \$1500 Technical Assistance Grant – Oct. 08
- Received \$10,000 Juvenile Justice and Delinquency Prevention Grant – Dec 08
- Filed \$50,000 grant application to Hoffman Trust Foundation – Jan. 09
- Filed \$52,000 grant application to State Justice Institute – Jan. 09
- Filed \$25,000 grant application to DCED (Community Revitalization) – Feb. 09
- Filed COPS Grant for 2 Deputy Sheriff Positions – April 09
- Filed Byrne Grant application for Juvenile Aftercare position – April 09
- Received \$110,000 grant from DCED for ATP initiative – May. 09

- Received \$30,057 grant from PCCD for year 2 of coordinator position – June 09
- Received \$9,099.87 grant from Bullet Proof Vest Partnership – Aug 09
- Filed \$1,500 Technical Assistance Grant with PCCD – Nov 09
- Filed Juvenile Justice and Delinquency Prevention Block Grant – Dec 09
- Filed \$100,000 DCED Grant for ATP Year 2 Project – Dec 09
- Filed \$195,000 Digital Dashboard Grant from PCCD – Dec 09
- Filed \$276,000 Mental Health Partnership Grant from PCCD – Dec 09
- Received \$1,500 Technical Assistance Grant from PCCD/PCS – Dec 09
- Filed \$199,000 Merger of Probation Services Grant from PCCD- Dec 09
- Filed \$12,981 License to Carry Grant from PCCD – Jan. 10
- Received \$126,313 Merger of Probation Services Grant from PCCD- Mar 10
- Received \$275,339 Mental Health Partnership Grant from PCCD- Mar 10
- Received \$10,000 Juvenile Justice and Delinquency Prevention Grant – Mar 10
- Received \$70,000 ATP II grant from DCED- Apr 10
- Received \$9,981.00 LTC grant from PCCD – Apr 10
- Filed COPS Grant for Deputy Sheriff Position – June 10
- Received \$15028.00 from PCCD for year 3 of coordinator position – June 10
- Filed Digital Dashboard Concept Paper with PCCD – July 10
- Digital Dashboard Concept Paper Accepted by PCCD – September 10
- Filed \$88,000 Digital Dashboard Grant Application with PCCD – September 10
- Received \$1,500 Technical Assistance Grant from PCCD/PCS – Nov 10
- Received \$88,000 Digital Dashboard Grant from PCCD- March 11
- Filed \$45,000 DCED Grant for ATP III project – March 11
- Received \$45,000 DCED Grant for ATP III project – April 11
- Filed \$22,500 ATP: Year III Grant with PCCD – September 11
- Received \$22,500 ATP Year III Grant from PCCD- Dec 11
- Filed \$207,367 JAG funding concept paper for CIT initiative – Feb 12
- Filed \$42,645 VIP funding application w/ PCCD through CFY- Mar 12
- Submitted \$200,287 CIT grant application to PCCD – Apr 12
- Received \$199,952 CIT grant from PCCD- Jun 12
- Submitted \$28,485.68 BVP grant to USDOJ – Jun 12
- Received \$14,242.84 funding from BVP grant through USDOJ – Sept 12
- Submitted \$1,500 TA grant from PSC for 2013 CJAB Retreat – Oct 12
- Submitted \$1750 ARRA grant to PCCD for Act 111 equipment – Oct 12
- Received \$1,500 TA grant from PSC for 2013 CJAB Retreat – Nov 12
- Received \$1,750 ARRA grant from PCCD for Act 111 – Nov 12
- Filed \$30,000 DCED grant application for Capacity Building Project – Jan 13
- Received \$30,000 DCED grant for Capacity Building Project – Mar 13
- Submitted \$1,500 TA grant from PSC for 2014 CJAB Retreat- Mar 14
- Submitted \$126,200 PCCD JAG Funding Technology Grant – Mar 14
- Submitted \$38,515 PCCD 2014-15 IP Grant – Apr 14
- Received \$1,500 TA Grant from PSC for 2014 CJAB Retreat – Apr 14
- Submitted \$13,440 BVP grant to USDOJ- May 14
- Filed modification for CIT Grant extension (one year) – May 14
- Received \$38,515 PCCD 2014/15 IP Grant- Jul 14
- Modification for CIT grant approved by PCCD- Jul 14

On-going Grant Total: \$1,169,862.71 (87 months of CJAB) *(calculated from Oct 2007)

Criminal Justice Advisory Board Analysis

On October 24th, 2014 the Adams County Criminal Justice Advisory Board members participated in their sixth annual CJAB Strategic Planning Retreat at the Harrisburg Area Community College campus in Gettysburg, PA. At this retreat an analysis was completed of the progress of the current board and discussions were conducted that form the board's current priority planning issues. This retreat established the foundation of the 2015-2016 CJAB Strategic Plan.

The first topic of the retreat was to establish indicators of CJAB success:

INDICATORS OF SUCCESS:

The goal of the Adams County CJAB is: "To create & coordinate opportunities, methods & processes within Adams County to improve its criminal justice system & lead to more dignified, efficient, respectful & sustainable service to the community."

How will we know when we've achieved this? What would be the indicators of success?

For the CJAB:

- Positive responses/feedback from the community to us about how things are going in the criminal justice system
- Best practices and innovation used to overcome systemic barriers
- Educate ourselves further within the CJAB about each agency's work
- Better communication / collaboration across agencies
- Better collection / utilization of data

For INMATES/RETURNING CITIZENS:

- Services are visible and available

For FAMILIES/CHILDREN:

- Families would feel safe and utilize community facilities (parks, playgrounds)
- It would be a thriving community – people would want to live here

For the COMMUNITY as a whole:

- The community would better understand the CJ system, how it works and the services it provides
- Reduced crime
- Reduced prison population
- Less use of incarceration as our "answer" to mental health issues and homelessness
- Fewer homeless people and reduced need for services for the homeless
- Diversity and inclusion – people from all backgrounds would feel included, represented and like their voices are heard
- Police officers would do "community policing"
- There would be greater respect and trust for law enforcement and community service providers from the community because of what they do
- Signs of people being invested in the community through involvement in public service projects, beautification efforts, etc.

The next agenda topic at the retreat was to identify local criminal justice system issues/needs:

CURRENT ISSUES: CONSTITUENTS AND NEEDS:

K-12 SCHOOLS and COLLEGES:

- collaborate with them, offer training and education about law enforcement
- provide suicide prevention resources
- hold open forums on issues and how we can address them
- educate teachers, school staff on heroin and other drug issues
- the colleges in the county may have additional needs – need to explore this

VICTIMS:

- need restitution paid in a reasonable timeframe
- need trauma-focused services
- need coordination of services to victims or on their behalf

INMATES/RETURNING CITIZENS

- provide reentry services that address needs connected to recidivism
- transitional housing
- job skills

PEOPLE WITH MENTAL HEALTH, D&A, Intellectual Disability and other SPECIAL NEEDS

- need housing, services

FARMWORKER / MIGRANT COMMUNITY

- need education about the criminal justice consequences of DUI (coordinate this with health workers working with this population)

OTHER SPECIALIZED POPULATIONS WITH UNIQUE NEEDS:

- people experiencing homelessness
- Veterans

FAMILIES/CHILDREN/YOUTH:

- need people to work with at-risk youth (evidence-based programs)
- need parenting education programs
- need employment opportunities for youth
- need to address bullying
- need to address truancy → drop-out → teen pregnancy, drug use, CJ involvement

CJAB

- need to be proactive instead of reactive
- need to educate ourselves about issues the community sees
- need funding for initiatives
- employees of all CJAB agencies need support, direction and tools to do their jobs

COMMUNITY

- hold open forums on issues and how we can address them
- identify root causes of criminal justice issues and address them through crime prevention measures

- better transportation in general; transportation options to avoid DUI

LAW ENFORCEMENT

- identify their needs to enhance operations of the CJ system
- need funding for initiatives
- community policing / collaboration with the community

The final discussion at the retreat revolved around an environmental scan to help identify barriers and support to CJAB progress:

ENVIRONMENTAL SCAN: BARRIERS AND SUPPORTS

Barriers:

Political

- affordable health insurance
- livable minimum wage
- greater need for communication between elected officials at state & federal level
- funding for proactive programming to reduce recidivism (take services to the prisoners)

Community

- need for more services
- historic preservation focus
- Human Services Building

Technology

- funding
- shifting political base in coming year
- acceptance of change
- education on what's out there
- communication between segregated systems
- regulatory requirements
- "silo" structure

Economic

- competition for grants and philanthropy dollars
- decreasing funds
- sluggish economy
- taxing constraints

Supports:

Political

- Participation of county elected officials in CJAB
- Support of PCCD
- Non-partisan, holistic approach to solving common problems

Community

- Board of Commissioners supports growth
- Economic growth
- Prescription drug collection program
- Fiscal responsibility

Technology

- county broadband initiatives
- senior management support and buy-in
- approvals for progress
- available and secure technology systems

Economic

- community philanthropy
- community foundation
- state grants
- federal grants
- collaborative efforts
- shared goals

As a result of the previous discussion, the members of the Adams County Criminal Justice Advisory Board were able to reach a consensus on current priority planning for the foreseeable future.

Current Priority Planning

At the October of 2014 CJAB Retreat, the Criminal Justice Advisory Board completed a needs assessment of current gaps in the Adams County criminal justice system to obtain priorities for new program and service development. The following three items were identified by the CJAB as priorities in the system that needed to be addressed:

1. **Crisis Intervention Training** – The CJAB identified the need to establish a community partnership to work with mental health consumers and family members within Adams County in 2012. The goal was to set a standard of excellence for our officers with the respect to treatment of individuals with mental health illness in our communities. Through the development of a CIT, officers will be provided with the best quality training available, they will be part of a specialized team that can respond to a crisis at any time and they will work with the community to resolve each situation in a manner that shows concern for the citizen’s well-being. The Mental Health sub-committee and the County CIT coordinator will be tasked with the research and implementation of the CIT in Adams County.
2. **Preventative Measures for “At-Risk” populations** – Because of the influx of growth in population over the last several years the strain on the Adams County Criminal Justice System has been increasing at a rate that is causing immense concern, especially in regards to the use of our limited county resources. Within the criminal justice system several “at-risk” populations have been identified, such as veterans and youthful offenders, and these groups can cause a tremendous drain on resources. The CJAB, through the work of both the Mental Health and Drug/Alcohol subcommittees, will focus on identifying the greatest “at-risk”

populations within the County and exploring various preventative measures that may be used to reduce the “risk” posed by these groups. Community agency involvement will be instrumental in this process; for example reaching out to various educational agencies within the community, such as HACC and the local school districts, to explore what measures they may be able to offer toward prevention. The CJAB will also reach out to local legislators, research funding opportunities, and help to identify service need and attempt to bridge gaps in delivering those services to the necessary populations.

3. **Technology and Dashboard Improvements** – With the ever increasing reliance on electronic data in the criminal justice system and in society as a whole, keeping up with technological improvements is an absolute must in the 21st century. In order for the criminal justice system to more effectively deliver justice services practitioners must explore technology as a way to share data and better align services across the system. Locally, the need to improve videoconferencing capabilities, outfitting criminal justice professionals with current technological tools such as computer tablets, refreshing data in the various data management programs used around the County and improving the data available on the local CJAB dashboard is an important CJAB priority. The Technology subcommittee will continue to collaborate with the County IT department to strive to improve use of technology in the criminal justice system in order to maximize the efficiency in the services provided to the Adams County community.

The CJAB sub-committees will continue their focused work on accomplishing CJAB priorities in the coming years. As indicated above in the Review of Board section, many of the priorities have developed into significant projects and accomplishments for the CJAB and its members. Since the original 2008 CJAB needs assessment, numerous other issues in the criminal justice system have come to the forefront. In addition to the original three priority areas of concern mentioned above, the following additional issues were identified as future concerns of the CJAB:

- ◆ Child Abuse Task Force Mandates
- ◆ Virtual Warrant system
- ◆ Domestic Violence Issues/Taskforce
- ◆ Succession Planning
- ◆ Local D&A Services Assessment
- ◆ Justice Reinvestment Act
- ◆ Coordination of Human Services and Mental Health
- ◆ Community Education on various CJS issues

In addition to these items identified as priorities, the Adams County Court of Common Pleas Assessment and Transformation Project (ATP) was identified by both local and state entities as being a top priority in the past few years. The ATP is at its core an organizational transformation project, designed to help the Court become the higher performing entity that will be required in tomorrow’s very challenging environment. This has been a complex initiative that required openness to new ideas and approaches to conducting the business of the court, the reshaping of some long held practices and attitudes, and the bringing together of many individuals with

differing and sometimes competing interests who may have been unaccustomed to working with a wider point of view. Adams County Court of Common Pleas has many centers of excellence and outstanding achievements. Nonetheless, like other courts, it has “silos” constructed over many years that are common to most court/county environments.

These silos need to come down to allow more systemic thinking and cross-functional collaboration. Divergent groups need to be brought to the same page, consistent with the court’s mission and responsive to its internal and external stakeholders. This is a brick-by-brick process in which the participation in the tasks of the project (as described below) in and of themselves creates buy-in and lays a firm foundation for organizational change. With the court’s leadership, Adams County’s Criminal Justice Advisory Board and other appropriate county entities will provide additional involvement and support for the ATP.

The Adams County Court of Common Pleas contracted with The Davison Group, Inc., Mechanicsburg, PA, to complete all phases of the ATP. The Davison Group is a Pennsylvania based consulting firm that specializes in organizational transformation and has extensive experience working with Pennsylvania counties, courts, and Criminal Justice Advisory Boards. The Davison Group began this project in the first quarter of 2009 with a targeted completion date of mid-2010, which it met.

Because of the success of the original ATP initiative, additional departments within the county agreed to participate in the ATP II & III that began in mid-2010 and were completed in December of 2012. As a result of this transformation project various County and Court departments continue to implement the various recommendations that were made through the ATP process, with the overall goal to deliver dignified, efficient and respectful services to the citizens of Adams County. These efforts resulting from the ATP initiative will continue into the foreseeable future with the assistance of the Adams County Criminal Justice Advisory Board.

Strategic and Management Plan Details

The Criminal Justice Advisory Board of Adams County has completed eighty-eight very successful months and has laid a foundation that holds a promising future for the criminal justice system in Adams County. Complicated challenges, however, are inevitable in the criminal justice system, and the need for collaboration and strategic planning is becoming more and more important.

Challenges for the Board

The Adams County Criminal Justice System has made some significant improvements. However, having one new program here or there throughout the system still does not solve all the problems that exist in the justice system. The future must include planning that crosses all part of the criminal justice and court systems, in order to adequately address all of the problems that exist or will exist in the future.

Maximizing our County resources will be the key to success. It will require comprehensive planning via the CJAB sub-committees and the Board to examine the whole criminal justice picture in the County, rather than looking at departments and agencies individually. The CJAB is the only entity in Adams County capable of completing this task. Members of the Board and staff should commit to continuing the previous success of priority identification and sub-committee workgroups that identify and tackle key issues and provide the framework for which the board can address top priorities. This working document and its subsequent planning should guide the Board, the Courts and the justice system for the next several years.

Besides continued planning, the CJAB needs to move diligently on the initiatives already started, such as the Drug and Alcohol committee objectives, the CIT project and Assessment and Transformation Project.

Addressing inter-agency communication and collaboration, a continuous process for the Criminal Justice Advisory Board and its members, holds considerable promise to enhance the ability of the Board to function and plan well. Efforts to enhance inter-agency communication should integrate various state initiatives (i.e. JNET, cNET, GIS, Homeland Security, etc.) and national initiatives (i.e. Bulletproof Vest Partnership, NRA Foundation, etc).

Another important challenge for the Board is the issue of criminal justice program funding. Efforts to sustain funding for initial programs, continuing programs and services, and future programs and services should be an on-going discussion at the Board and committee levels. The CJAB and its staff should work collaboratively to find and enhance sources of revenue for criminal justice programs and services in the County.

Objectives through 2016

Through 2016, the Adams County Criminal Justice Advisory Board establishes the following objectives towards meeting its goal, mission statement and priorities:

1. Conduct board meetings on a bi-monthly basis to openly discuss priority issues and planning.
2. Fully implement the function of the following committees whose purpose will be to address system gaps:
 - a. Policy Committee
 - b. Technology Committee
 - c. Mental Health Committee
 - d. Drug & Alcohol Committee
 - e. Warrant Committee
 - f. Justice Reinvestment Committee
 - g. (Courts) Continuity of Operations Plan Committee
 - h. *various ad-hoc committees established by the CJAB as needed

3. Continue to identify problems and issues through yearly needs assessments and through sub-committee work, and proactively address those matters through strategic planning and coordination.
4. Continue the management of criminal justice resources and provision of services and programs through the Criminal Justice Advisory Board Office.
5. Review current and future CJAB Programming and policies through grant reporting and evaluation.
6. Provide assistance and support to the Court of Common Pleas with the execution of the Assessment and Transformation Project; including ongoing strategic planning for various court agencies.

CJAB Scheduled Meetings

Board meetings will be held bi-monthly on the second Thursday of the month beginning in February. The Board may hold additional meetings if issues or continuity is needed. The Executive Committee will meet to discuss CJAB matters as needed. Dates for scheduled CJAB meetings are listed in “APPENDIX C (see page 21; APPENDIX C).

APPENDIX

APPENDIX A: CJAB Voting Members

Name	Title/ Position	Membership Since
Judge Michael George, Chair	President Judge	2007
Randy Phiel, Vice-Chair	Commissioner	2012
Tony Little	District Justice	2012
Laura Rowland	Executive Director of Probation Services	2012
Brian Clark	Warden	2007
Kristin Rice	Public Defender	2011
Shannon Harvey	HACC – Gettysburg Campus	2012
John Eline	Director of 911/EMS	2007
William McAreavy	PSP	2012
Cindy Keeney	Director of Victim Witness	2011
Don Fennimore	Court Administrator	2011
Kelly Lawver	Clerk of Court	2010
Sue Cohick	Children and Youth Services	2011
James Muller	Sheriff	2007
Chief Michael Woods	President of Adams Co. Chief of Police Assoc.	2008
Steve Scherm	Director of MIS	2013
Shawn Wagner	District Attorney	2007

APPENDIX B: CJAB Associate Members

Name	Title/ Position	Membership Since
Judge John Kuhn	Judge	2007
Judge Robert Bigham	Judge	2007
Judge Thomas Campbell	Judge	2010
Jim Martin	Commissioner	2012
Marty Qually	Commissioner	2012
Jill Clark	Domestic Relations	2008
Sharron Michels	Director of Youth & Community Development	2007
Jay Ondrizek	CJAB Coordinator	2008
Jayne Wildasin	True North Services	2014
Daniel Bell-Jacobs	Law Clerk to Judge Bigham	2010
Kelly Carothers	Executive Director of Domestic Relations	2013
Daniel Topper	Law Clerk to Judge George	2014

Kathy Gaskin	Healthy Adams County	2008
Warren Bladen	Public Defenders Office	2013
Beverly Boyd	Prothonotary	2009
Kim Smith	Probation Services	2011
Michael Baltzley	Director of Security	2011
Karri Hull	PCCD CJAB Representative	2010
Albert Penksa	County Manager	2011
Phil Walter	MIS Manager	2014
Kevin Miller	Sheriff Department	2011
Shawn Miller	Probation Services	2011
Amy Lowery	Probation Services	2011
Carly Kadyszewski	Probation Services	2012
Geoffrey Willett	Probation Services	2011
Larry Redding	Superintendent, GASD	2011
Brian Sinnett	District Attorney Office	2008
Terri Hamrick	Survivors, Inc.	2012
Jesse Miller	NOVIS	2012
Neil Burkholder	Operational Services	2010
Dan Reck	Probation Services	2014
Robert Stevens	ACACC	2013
Tammy Barbour	Children' Advocacy Center	2008
Chief Brand Briggs	Liberty Township	2014
Eric Beyer	County Detective/CIT Coordinator	2014
Jacquelyn Harris	Law Clerk	2014

APPENDIX C: CJAB Meeting Schedule

- ◆ Thursday February 12th, 2015
 - ◆ Thursday April 9th, 2015
 - ◆ Thursday June 11th, 2015
 - ◆ Thursday August 13th, 2015
 - ◆ Thursday October 8th, 2015
 - ◆ Thursday December 10th, 2015
 - ◆ Thursday February 11th, 2016
 - ◆ Thursday April 14th, 2016
 - ◆ Thursday June 09th, 2016
 - ◆ Thursday August 11th, 2016
 - ◆ Thursday October 13th, 2016
 - ◆ Thursday December 08th, 2016
-
- All meetings are at noon in the CYS Conference Room unless otherwise directed during the year.

APPENDIX D:

**Adams County
Criminal Justice Advisory Board**

Executive Committee

Judge Michael George, Chair

Commissioner Randy Phiel, Vice-Chair

Geoffrey Willett, Technology Committee Chair

Judge Thomas Campbell, Policy Committee Chair

Kristin Rice, Mental Health Committee Chair

Cindy Keeney, Drug and Alcohol Committee Chair

CJAB Sub-Committees

Standing Committees:

Information Technology

Geoffrey Willett - Chair
Barb Shultz
Don Fennimore
Megan Zei
Len Supenski
Jay Ondrizek
Tom Adair
Kelly Lawver
Lisa Williams
Richard Hileman
Steve Scherm
Jill Clark
Mary Bower
Phil Walter
Sue Cohick

Policy Committee:

Judge Campbell, Chair
Judge George
Jay Ondrizek
Shawn Wagner
Steve Scherm
Cindy Keeney
Kelly Lawver
Tony Little
Sue Cohick
Randy Phiel

Mental Health Committee

Kristin Rice- Chair
Judge Michael A. George,
Jay Ondrizek
Susan Abele
Kathy Gaskin
Jayne Wildasin
Brian Sinnett
Chief Michael Woods
Samantha Hoffman
Cindy Keeney
Betty Bittinger
Aurora Hollabaugh
Daniel Reck
Eric Beyer
Steve Warren

Drug & Alcohol Committee

Cindy Keeney - Chair
Carly Sterner
Brian Sinnett
Warren Bladen
Jay Ondrizek
Sue Cohick
Judge Campbell
Kathy Gaskin
Kelly Carothers
Sharon Michels
Shawn Miller
Barbie Taylor
Shawn McNichol
Jessica Knouse
Trooper James O'Shea

Ad Hoc Committees:

Warrant Committee:

Lt. Kevin Miller – Chair
Rob Bain
Brian Clark
Jay Ondrizek
Jim Shenk
Judge George
Kelly Lawver
Tony Little
Geoffrey Willett
Steve Bean(s)

Justice Reinvestment Committee:

Neil Burkholder– Chair
Shawn Wagner
Kristin Rice
Brian Clark
Don Fennimore
Jay Ondrizek
Cindy Keeney
Jim Martin
Judge George
Judge Campbell
Chris Kimple (Representative Moul)