

# **Adams County Criminal Justice Advisory Board Strategic Plan for 2026-2028**

**Approved/Adopted December 9, 2025**

The vision, mission, and core values of the Adams County Criminal Justice Advisory Board that were utilized during this process are as follows:

### **CJAB Mission Statement, Purpose, and Board Structure:**

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.

#### **Mission:**

**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.**

#### **Purpose:**

**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.**

#### **Ongoing goal:**

**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.**

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.

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/ issues and proactively address those issues through planning and coordination.
3. Review programming and policies, avoid duplicate spending by 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 to positively impact the criminal justice system.

## Goals and Action Plan for 2026-2028

The strategic plan for the Adams County Criminal Justice Board consists of the following high-level objectives and action steps:

### **Goal #1 – CJAB Governance**

#### **Objective/Goal:**

Strengthen the leadership structure of the Adams County CJAB by reestablishing an active Executive Committee, reviewing and updating the CJAB By-Laws, and developing a standardized onboarding process to ensure clear governance, consistent direction, and effective Board operations.

#### **Action Steps:**

- **Establish a CJAB Governance Committee.**
- **Reestablish the Executive Committee and recommend appropriate membership.**
- **Form an ad hoc By-Laws Committee to review the current By-Laws and propose revisions.**
- **Develop an onboarding process for new CJAB members, including an overview of the Board's purpose, structure, and functions.**

#### **Timetable:**

- 1–2 years

### **Goal #2 – Diversion**

#### **Objective/ Goal:**

Using the Adams County Sequential Intercept Model (SIM) mapping, identify points within the system where individuals may be safely diverted or discharged from criminal justice involvement. Once these points are identified, develop and recommend alternative programs or practices for the Court's consideration, including potential specialty court options.

#### **Action Steps:**

- Establish a CJAB Diversion Committee.
- Review the Adams County SIM map to identify system bottlenecks, recurring behaviors across intercepts, and potential diversion opportunities.
- Research how other Pennsylvania counties have implemented diversion initiatives, including exploring possible site visits.

#### **Expanded Action Steps:**

- **Leverage Existing System Mapping:**  
Build on the existing SIM work and incorporate input from key entities—including Judges, the District Attorney, Public Defender, Probation, and Magisterial District Judges—to create a comprehensive picture of current diversion opportunities and gaps.
- **Department-Level Identification of Needs:**  
Ask each major department to identify potential diversion programs or procedures that could be implemented in Adams County. Each submission should include a short description, its position within the SIM, and the population served.
- **Individual Outreach if Needed:**  
If certain departments have limited participation, conduct individual meetings with department heads to gather necessary information.

- **Consolidation of Findings:**  
Combine department submissions and group similar ideas, recognizing that many issues may overlap across criminal justice partners.
- **Creation of a Unified List of Prioritized Options:**  
Refine the grouped topics into a single prioritized list based on feasibility, operational capacity, financial considerations, and broader community impact.
- **Data Identification and Collection:**  
Determine what data is needed to quantify affected populations and justify the need for diversion initiatives. Identify clear, meaningful metrics for each priority.
- **Development of Concept Papers:**  
Prepare concise (approximately one-page) concept papers for each top priority, including the target population, proposed service or program, supporting data, and preliminary implementation considerations.
- **Presentation to Decision Makers:**  
Present findings and concept papers to the CJAB Board and other relevant decision makers to guide next steps and potential implementation.

#### **Timetable:**

- 1–3+ years

### **Goal #3 – Resource Development**

**Objective/Goal:** Collaborate with key departments within the Adams County Criminal Justice System to identify critical resources needed to reduce recidivism and support successful, crime-free reentry into the community.

#### **Action Steps:**

- **Leverage Existing System Mapping:**  
Having already mapped much of our system and identified several gaps, we have a solid foundation. Input is still needed from key entities—including the District Attorney’s Office, Public Defender’s Office, Probation, and the MDJs. Participation is essential to building a comprehensive view of missing resources, most of which will likely relate to mental health and substance use. Other topics can be addressed separately if necessary.
- **Department-Level Identification of Needs:**  
Each major department should identify its top five missing or needed services that directly relate to this goal. Rather than listing topics, each item should include a brief written description explaining what is needed, where it fits within the system map, and which populations it would serve.
- **Individual Outreach if Needed:**  
If certain departments have limited participation, conduct individual meetings with department heads to gather necessary information.
- **Consolidation of Findings:**  
After receiving each department’s top five list, group similar needs together. It is likely that many of the same issues will be cited by Judges, the DA, PDs, Probation, and the Jail, even if described somewhat differently.
- **Creation of a Unified Top Five List:**  
Once the topics are grouped, refine them into a single Top Five list. This step should include

consideration of feasibility, including financial, operational, and broader societal factors that may influence implementation.

- **Data Identification and Collection:**

For each priority area, determine what data is needed to demonstrate how many individuals are affected by the resource gaps. Establishing clear, meaningful data points is essential to justify the need for these services.

- **Development of Concept Papers:**

A brief (approximately one-page) concept paper should be drafted for each of the Top Five priorities. This document should describe the target population, proposed service, supporting data, and how the service could be implemented in Adams County. Additional research may be required to accurately define these components.

- **Presentation to Decision Makers:**

In addition to presenting these materials to the CJAB Board, we should prepare to share them with appropriate decision makers to move these initiatives forward.

**Timetable:**

- 1–3+ years

**Other topics to continue to explore throughout the time of this Strategic Plan:**

1. Data Capturing Related to the Departments and identified issues within the System
2. Staff Development/Recruiting
3. Housing
4. Trauma
5. Coordinated Trainings/Education