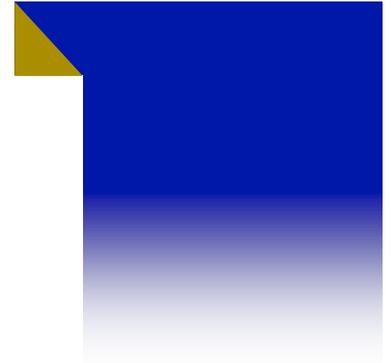


Criminal Justice Advisory Board Strategic Plan 2012-2015

Our mission is to create a forum of leaders that collaboratively addresses the immediate and future needs of the county by researching, planning, and recommending solutions that will integrate and prioritize the best approaches to criminal justice policies and program planning.



Vision and Values

Our vision is to have Criminal Justice Advisory Board (CJAB) provide a forum for key criminal justice decision makers to collaborate and prioritize approaches for policies and programs in order to meet current needs and focus on future issues in Franklin County.

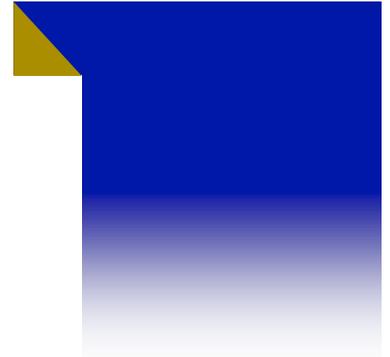
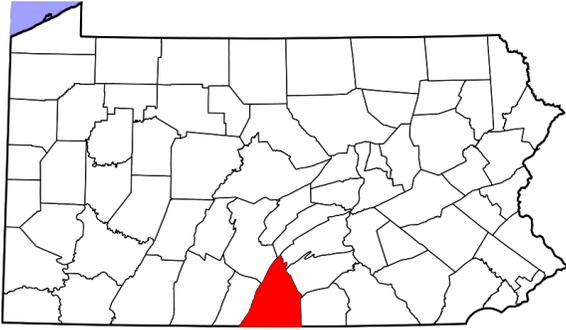
Our Values

We value **integrity**. It is paramount for CJAB as a whole and for the community representatives that sit on CJAB. We are the vanguard for the citizens of Franklin County in our efforts to make our communities safe and secure.

We value **collaboration**. CJAB broadly encompasses many disciplines in criminal justice including community organizations. We believe in collaborating with county and non-government agencies to work as a team so that CJAB's efforts bear fruit. It matters that we work together to support Franklin County's criminal justice initiatives.

We value **accountability**. CJAB works as a team in determining both policy and procedures and we insist on measuring performance indicators. This data is used to keep CJAB accountable.

We value **dedication**. Our staff and our community partners share a selfless commitment to make successful the mission of CJAB; and to make our CJAB a leader in the Commonwealth.



History

Franklin County

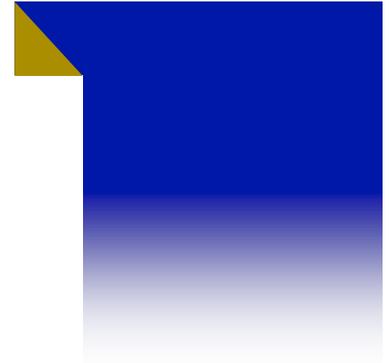
Franklin County is over 225 years old. The population has grown over the past decade. As of 2012, Franklin is now a fourth class county and the third fastest growing county in Pennsylvania. Although Franklin County is considered rural, our urban population continues to grow as more and more businesses open in Chambersburg, the county seat, and in our other population centers. With the growth in the county comes more work for the criminal justice system which, as a whole, represents the county's single largest expense in the general fund. Coordinating a five-judge bench, court administration, the district attorney and public defender, magisterial district judge offices, sheriff and courthouse security operations, court related elected officials, the Day Reporting Center (DRC), the drug task force, adult and juvenile probation, and jail operations requires a unified team. Based on the unified team approach, CJAB was created.

CJAB

The purpose of the Board is to achieve consensus on methods to create efficiencies and improve the effectiveness of the administration of criminal justice in Franklin County. To this end the board established the following committees: Case Flow Management, Behavioral Health, Central Booking, Juvenile Justice, Intermediate Punishment (IP), and Technology.

Board Membership

- County Commissioner**
- County Administrator**
- Three (3) Judges of the Court of Common Pleas**
- District Attorney**
- Public Defender**
- Magisterial District Judge Representative**
- Municipal Police Representative**
- State Police Representative**
- Sheriff**
- Warden**
- Court Administrator**
- Director of Information Services**
- Chief Probation Officer**
- Fiscal Director**
- Human Services Administrator**
- Director of Children, Youth, and Family Services**
- Local Victims Organization Representative**
- One (1) Representative from The Franklin County Council of Governments**
- Two (2) Members at Large**



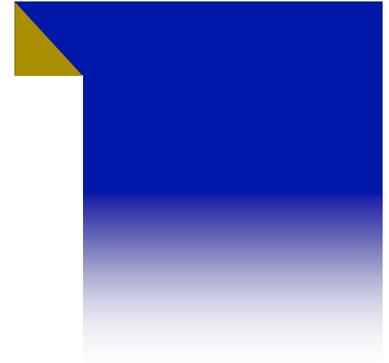
Trends

We are growing...Franklin County's population, is 149,618 (U.S. Census, 2010). According to the US Census, Franklin County's population has grown 15.7% from 2000 to 2010. This increase is over four times the state increase of 3.4% during the same period. While population growth can be positive economically, we are cautious of this trend because increased numbers of people correlate with increased rates of crime. In addition, courts are directly affected by population growth. The court caseload is increasing at a rate roughly equivalent to the county population: in 2009, 2,877 new cases were filed in Franklin County – an increase of 13.3% (339 cases) from 2000. This caseload increase severely strains existing court functions and space.

Times are tight...While the Franklin County CJAB is a rolling stone that has gathered no moss, the same is not true for our economy. When CJAB formed, local and national agencies were relatively flush from both a fiscal and personnel perspective. However, over the past decade resources have dwindled to a fraction of what they used to be. This means we have fewer resources to assist the increased number of people in the system. Moreover, we are literally tight on space: the courthouse is operating with less than half of the space recommended by industry standards. Demands on space continue to rise – the unprecedented number of jury trials is causing an even greater case flow backlog.

Accomplishments

- ◆ Alternatives to incarceration (DRC, Jail Diversion, IP, Drug & Alcohol Restrictive Intermediate Punishment [D&A RIP])
- ◆ Use of the Sequential Intercept Model
- ◆ Central Booking Center
- ◆ Evidence-based supervision for offenders
- ◆ Strong CJAB
- ◆ Effective grant writing
- ◆ Effective use of technology
- ◆ Mental Health training and coordination for county law enforcement and municipalities
- ◆ Use of evidence-based practices for objective decision-making
- ◆ Cross-system collaboration and training
- ◆ Actively working warrants and tightening security

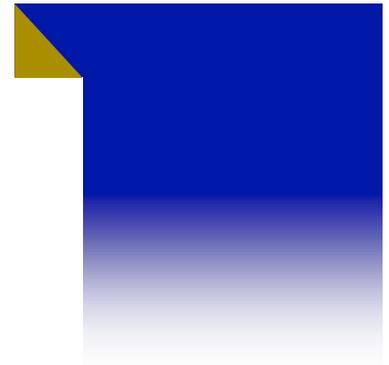


Trends

We are doing more, given less...In response to the simultaneous increase in population and decrease in funding, the criminal justice system in Franklin County has developed resourceful solutions while maintaining public safety. Recent accomplishments include successful alternatives to incarceration, like the Jail Diversion Program and DRC. In addition, through initiatives like Central Booking and video conferencing, we have revamped our processes, incorporating technology to improve efficiencies. With upcoming changes at the state level, including offender re-entry initiatives, we need to maintain our commitment to innovative, cost-effective solutions.

Difficult economic times continue to engulf the county and court. Coupled with the fact that courthouse space is already at a premium and growth is still projected over the next 20 years, now is the ideal time to expand into innovative processes. We will use this strategic plan to chart our course. The following pages detail the 2012 - 2015 objectives and strategies the CJAB voted as the most pressing priorities in Franklin County. The objectives fall into one of three categories: Crime Prevention, Public Safety, or Justice Reinvestment. Neither the categories nor the objectives are presented in any particular order.

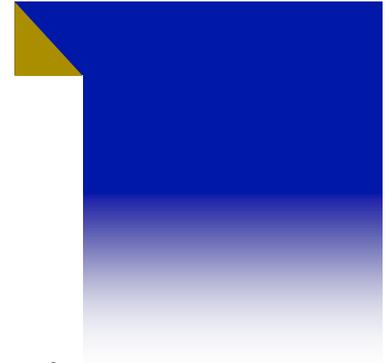
- Current Grants**
- ◆ CJAB Initiatives
 - ◆ Security Technology
 - ◆ D&A RIP
 - ◆ Homeless Prevention and Rapid Re-Housing Program (HPRP)
 - ◆ IP
 - ◆ Juvenile Accountability Block Grant
 - ◆ Juvenile Defender
 - ◆ Jail Diversion



Crime Prevention

Objectives/Strategies

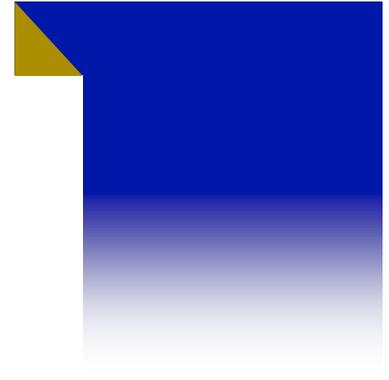
- Enhance/expand Prevention Strategies (D&A, juvenile, crime): Ben Franklin's words still ring true in this Pennsylvania county named for him: an ounce of prevention is worth a pound of cure. The best way to reduce crime is to keep it from happening in the first place. Recent trends indicate we need to focus our efforts on enhancing prevention now more than ever. Outside influences such as the economic downturn, population growth, and prescription and illegal drug availability make it extremely difficult for residents to make positive choices – especially for the most vulnerable among us, our children. As a result, we are dedicated to integrating crime prevention strategies into our overall plan.
- Enhance/expand Juvenile Justice Initiatives (restitution, consequences, etc): With more juveniles entering the system, it is imperative that we work together to provide our youth with appropriate consequences for their actions and opportunities for rehabilitation. Funds are dwindling for those working with our youth, including schools and other child-serving systems. We are focused on providing more resources to help build accountability and resiliency among youth.
- Enhance/expand Re-entry Initiatives: While we are proud of our offender restoration and community re-entry efforts to date, the need remains great. With laws changing, the need to address re-entry for both county and state inmates is even more urgent. We will meet this challenge by dedicating our efforts to improve the outcomes of those leaving jail and reduce the likelihood of a return. Our goal is to work with inmates to secure the support they need, including adequate and affordable housing, treatment, employment, and other services, (family and financial counseling, etc.) to re-enter our community as self-sufficient, productive, members of society. We must also maximize available resources, as well as identify additional capacity, to address the needs of particular sub-populations, including veterans, homeless, and those with behavioral health needs.



Public Safety

Objectives/Strategies

- **Balancing Treatment and Punishment Approaches to Crime:** Throughout the literature, and indeed within our own community, opinions on the effectiveness of incarceration and the amount of rehabilitation/treatment vary. We desire cross-system processes for balancing treatment and punishment that maximize consequence, accountability, public safety, and the likelihood that criminals will not reoffend. Incorporating objective assessments and appropriate alternatives to incarceration are just two of the ways we plan to address our effectiveness in sentencing.
- **Develop Communication Plan (external):** Our CJAB is diverse; many of our key stakeholders in our criminal justice community come together. However, diversifying even more is of utmost importance to us at this time. We wholeheartedly believe the key to continued success is strong community integration and support. To achieve this objective we will reach out to the community, educating them on criminal justice system generally and our CJAB specifically. Strong ties with the larger community will better us all.
- **Enhance Services and Support Available to Victims:** Those who interact with the criminal justice system through no fault of their own, the victims of crime, are of primary importance and are arguably the reason why there is a justice system in the first place. A critical factor to restoration and retribution among criminals is the degree to which their victims are made whole. We stand in support of these efforts and will work to enhance the services and support available to victims at all intersections with the criminal justice system, from crisis interventions through safety at offender parole. We will be vigilant when serving victims of crime in our community.
- **Improve the Space Available at the Courthouse and Related Facilities:** Our county population, and our caseloads, are at an all time high and our facilities are feeling the strain. Experts who have studied the work we do and the space needed to do it estimate we are functioning with only half the size most need to do the same jobs. We are expanding in 2012 to make up for some of the deficit but the questions remain – do we have enough space to conduct matters of the court and keep the public safe? In what ways can we improve our processes to reduce the amount of space we need? These are significant questions to address both the immediate and the future needs. We remain committed to identifying these answers.



Justice Reinvestment

Objectives/Strategies

- Enhance Data-driven Decision-making: From pre-sentencing interviews to incarceration to parole plans, we desire to implement objective evaluation tools to ensure accurate assessments and proper use of resources throughout all judicial functions. We will focus on identifying cost-drivers and operational efficiencies throughout the criminal justice continuum and will analyze the costs and benefits of our programs and processes. Once implemented, we will develop and track performance measures so that we can quickly identify successful components and modify unsuccessful components. In addition, we aim to improve our internal processes and we will work diligently to identify inefficiencies that hamper our ability to complete work in a timely manner.
- Develop Communication Plan (internal): We plan to maximize the resources invested in our system by reviewing processes and exchanges between departments. Once we document these exchanges, we will work to carefully design improvements that will enhance communication and decrease down-time in order to provide seamless and timely interactions between departments.
- Improve Case Flow: One of the on-going, priority objectives since we started planning strategically, case flow improvement remains a pressing concern. We are working to improve scheduling processes as well as identify factors that are slowing down case flow. In addition to updating caseload projections, we strive to explain the driving forces and identify solutions to swift justice.
- Incorporate Technology: One of the greatest assets of today's world is technology. We have a dual focus related to this objective. First, we are working to guarantee that we are utilizing the technology currently at our disposal to the fullest extent possible. Second, we are committed to identifying additional technologies to help us do our jobs better. We are committed to making technology work for us – and those we are here to protect and serve.