



Cumberland County Pennsylvania

Criminal Justice Advisory Board

Strategic Plan 2026-2028

Mission

The mission of the Criminal Justice Advisory Board (CJAB) is to examine and address county criminal justice issues from a systemic and policy perspective and recommend ways in which local government agencies and private organizations can efficiently, effectively, and collaboratively deliver justice involved individuals on behalf of residents of Cumberland County.

Vision

To provide a forum for key criminal justice leaders to collaborate and prioritize approaches for criminal justice policies and programs to meet current needs and address deficiencies in Cumberland County.

Values

- Integrity ▪ Evidence-Based ▪ Collaboration ▪ Accountability ▪ Diversity ▪

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Introduction

This document will serve as a three-year strategic plan for the Cumberland County Criminal Justice Advisory Board (CJAB) from 2026 through 2028. The Cumberland County Board of Commissioners in cooperation with the Cumberland County Court of Common Pleas and the Cumberland County Prison Board established the Cumberland County Criminal Justice Policy Team as part of a Pennsylvania Commission on Crime and Delinquency (hereafter “PCCD”) funded initiative to reduce crowding in county jails in Pennsylvania. In accord with standards issued by PCCD in 2015, the Policy Team (or “core group”) will continue its criminal justice leadership and advisory role for the County and with the addition of community stakeholders will fulfill the role of the County Criminal Justice Advisory Board on behalf of Cumberland County.

Overview

Named for Cumberland, England and founded on January 27, 1750, Cumberland County is located in South Central Pennsylvania. The County landscape is comprised of urban communities and rich farmland. It spans 555 square miles, with more than 270,000 residents living in its 33 municipalities. Within a two-hour drive or less to Philadelphia, Baltimore and Washington and within a ten-hour drive of over 50% of the population of the U.S., the county is home to six colleges and universities including the US Army War College, Shippensburg University, Dickinson College, Penn State Dickinson School of Law, Central Pennsylvania College and Messiah University.

CJAB Membership

The Cumberland County CJAB is comprised of a diverse and broad-based representation of individuals and disciplines. Among its members are leaders in the Courts, Commissioners, District Attorney, Public Defender, Adult and Juvenile Probation, Mental Health, Drug/Alcohol, Children and Youth, Victim Services, Prison and other county leadership.

Committees

- CJAB Planning
- Data and Technology Collaborative
- Stepping Up Initiative
- Reentry

Cumberland SWOT Analysis

Strengths

- Collaboration
- Diverse Membership
- Treatment Courts

Weaknesses/Areas for Improvements

- Developing Resources
- Training
- Coordination of Data

Opportunities

- Engaging Evidence Based Practices
- Improving Efficiency
- Strengthening CJAB Collaboration and Coordination

Threats

- Funding challenges
- Shifting priorities
- Closing of non-profits

Cumberland Strategic Priority Areas

- Mental Health
- Data Collection
- CJAB Governance
- Evidence Based Practices
- Reentry
- Victim Services

Three Year Strategic Plan: 2026-2028

The Cumberland County CJAB has identified the following strategic priority objectives and action steps:

Goal 1: Provide oversight and direction for the CJAB through the CJAB Planning Committee.

Objective 1- Ensure that criminal justice services are delivered efficiently and effectively.

Action Step: Continuously identify areas of improvement and develop timely plans to address needs.

Action Step: Collaborate with county departments on exploring resources, training, funding sources, etc, to better serve justice involved individuals of Cumberland County.

Objective 2- Train new and existing CJAB members on duties and responsibilities of CJAB membership.

Action Step: Develop duties for CJAB memberships, onboarding materials for new members, “buddy” system to pair new CJAB members with seasoned members, and a central digital repository for key CJAB documents.

Objective 3- Ensure committees formed through the Cumberland County CJAB Strategic Plan are meeting their goals.

Action Step: Review bi-monthly reports from the other committees and ensure action steps are being implemented, and committees are moving towards their goals.

Objective 4- Review and update CJAB bylaws on a bi-annual basis.

Action Step: Identify any concerns with bylaws adopted in December 2025 and invite recommendations from members of the Planning Committee as well as the full CJAB. Edit suggestions and vote on the adoption at a full CJAB meeting.

Objective 5- Help the flow of communication and collaboration between CJAB members.

Action Step: Poll CJAB members on information they would like to know more about.

Action Step: Coordinate presentations at each CJAB meeting to help keep members informed of other departments.

Goal 2: Develop and coordinate data to support the work of the CJAB and various criminal justice involved county departments through the Data and Technology Collaborative Committee.

Objective 1- Catalog existing criminal justice data.

Action Step: Determine what data is currently kept by different departments and opportunities for cross-departmental collaboration/analysis.

Objective 2- Improve county-wide data analysis.

Action Step: Identify a local higher learning institute to help with analyzing data.

Action Step: With the help of IMTO, determine how to best centralize, analyze, and report data to the CJAB.

Objective 3- Identify key county-wide criminal justice statistics that the CJAB should regularly review to assess system performance.

Action Step: Analyze current criminal justice grant applications and reports as well as mandated state reports for commonly requested data.

Action Step: Determine which data points are most useful to guide decision making and/or the other committees need to determine performance and guide strategy.

Action Step: Create baseline reports and begin to share with the CJAB.

Goal 3: Continue to build upon Stepping Up initiatives through the Stepping Up Committee.

Objective 1- Build upon opportunities for crisis training as well as increase opportunities for diversion or hospitalization to avoid incarcerating or unnecessarily prosecuting individuals with primary behavioral health needs.

Action Step: Provide Crisis Intervention Training (CIT) to law enforcement, behavioral health, corrections, first responders, individuals with lived experience and advocacy.

Action Step: Educate county departments as well as community partners on Connections.

Action Step: Analyze impact of CIT, and whether CIT trained officers are more likely to utilize Connections, Mobile Teams and other diversionary programs.

Objective 2- Provide services, support, and resources available to individuals with mental health concerns who become incarcerated.

Action Step: Develop and implement a warm hand-off program in the prison to help those with mental health issues maintain appropriate medical care upon release.

Objective 3- Update sequential intercept mapping (SIM).

Action Step: Conduct SIM and start to implement low hanging fruit to address identified needs.

Objective 4- Provide data to county agencies and community partners on the effects of mental health.

Action Step: Work with IMTO and the Data and Technology Collaborative Committee on how to best organize and distribute data collected for the Stepping Up Initiative.

Goal 4: Establish comprehensive reentry services to support community reintegration through the Reentry Committee.

Objective 1- Improve processes in Cumberland County Prison for inmates to communicate their needs upon release from prison.

Action Step: Implement a two-way communication system between reentry coordinator and inmates.

Action Step: Create a screening process for inmates to better share their needs for reentry for success.

Objective 2- Build upon coordinated reentry services for returning citizens to decrease recidivism and set individuals up for success.

Action Step: Evaluate and implement criminal justice process suggestions from the Cumberland County Reentry Coalition (CCRC) that will improve the reentry experience and reduce recidivism.

Action Step: Ensure proper communication between the reentry coordinator, county departments and community providers.

Action Step: Expand access to pre-release programming within the Cumberland County Prison and reentrants.

Objective 3- Help establish an easy path to allow reentrants and former clients to expunge their criminal records, allowing for easier access to housing, licensing, employment, etc.

Action Step: Prioritize job fairs and expungement clinics on a regular basis throughout the year for those criminal justice involved.

Objective 4- Participate in countywide efforts to share data, resources, and best practices.

Action Step: Work with IMTO and the Data and Technology Collaborative Committee on how to best organize and distribute data collected on reentry.



CJAB Meeting Schedule 2026-2028

February 2, 2026

April 6, 2026

June 1, 2026

August 3, 2026

October 5, 2026

December 7, 2026

February 1, 2027

April 5, 2027

June 7, 2027

August 2, 2027

October 4, 2027

December 6, 2027

February 8, 2028

April 3, 2028

June 5, 2028

August 7, 2028

October 2, 2028

December 4, 2028

CJAB meets bi-monthly on the first Monday of the month, from 12:15pm to 1:15pm.