

**Agency Strategic Plan Template
V8.20.13**

a. Cabinet Number (2 digits) & Cabinet Name

Justice and Public Safety Cabinet -- 54

b. Department Number (3 digits) & Department Name

Justice Administration--	500
Public Advocacy--	515
Kentucky State Police--	520
Juvenile Justice --	523
Criminal Justice Training--	525
Corrections--	527

c. Office/Unit Number (Optional) & Office/Unit Name

N/A

d. Agency Strategic Plan Origination Date

November 2015

e. Agency Strategic Plan Update/Revision Date

November 2017

f. Agency Strategic Plan Revision Number

N/A

I. Agency Mission Statement

The mission of the Justice and Public Safety Cabinet is to ensure the safety and security of Kentucky communities through a fair and impartial administration of taxpayer resources. Our approach centers on protecting citizens, restoring victims and reforming wrongdoers- all in a focused environment where everything is measured for accountability and performance. The Cabinet seeks the best possible return from our public safety investment, using evidence-based programs, fiscal discipline, and data-

driven strategies. Likewise, we are committed to holding offenders to the highest standards of personal accountability and responsibility.

II. Agency Vision Statement

The vision of the Justice and Public Safety Cabinet is to remain a national leader in criminal justice while focusing our limited resources on the most effective strategies to reduce crime and protect public safety. This involves a comprehensive effort to right-size corrections, enhance re-entry programs, and reinvest any savings into law enforcement, community supervision, and better drug interventions. We will empower and support victims, and demand that offenders learn productive skills to support themselves after release.

III. Agency Organizational Core Values

Public Safety: Our first obligation and highest priority is to protect the safety and security of Kentucky families and communities.

Government Accountability: We will perform all of our duties with the highest level of ethical and fiscal discipline, setting clear, measurable goals and continually evaluating our performance against those objectives.

Data-Driven Decision Making: We will administer justice using the best data, evidence, and policy expertise available to drive favorable outcomes.

Transparency: We will endeavor in every way to engage with Kentucky taxpayers, families, stakeholders, and all other members of the public, providing information in a timely and accurate manner and develop public confidence in our work.

Impartiality: We will provide a fair and impartial system of justice to all Kentuckians.

IV. Statement of Alignment with the Governor's Strategic Themes/Goals

A. Strengthening Kentucky's Financial Foundation

- Examining criminal justice policy to ensure the citizens of the Commonwealth get the best return on investment of public safety dollars.
- Focusing on successful re-entry and re-integration into society, to lower corrections cost in the form of revocations.
- Implementing innovative strategies with local judicial circuits to provide lower cost programming for juvenile offenders in their communities.
- Creating a new Cabinet-wide procurement process to ensure maximum transparency and accountability in every agency contract.
- Continued mission accomplishment without degradation of public safety services in budgetary cuts.

B. Growing Kentucky's Economy

- Working with the Labor Cabinet on the justice to journeymen initiative, which will train offenders through apprenticeships in high value trade skills, to aid in their successful re-entry.
- Focusing our workforce development efforts in both juvenile and adult facilities to meet the demands of current employers in the Commonwealth.
- Working to expand Fair Chance Employment hiring practices into the private sector.

C. Creating a Healthier Kentucky

- The Office of Drug Control Policy (ODCP) is partnering with the Cabinet for Health and Family Services (CHFS) to reduce the number of opioid overdose deaths.
- ODCP is also partnering with CHFS on developing Kentucky's Medicaid waiver, which would expand access to quality substance use disorder treatment options.
- The Cabinet is providing support for the Governor's "Don't Let Them Die" Campaign; a campaign to raise awareness of the dangers of opioids, and reduce the amount of opioid overdoses in the Commonwealth.

D. Protecting and Strengthening Our Communities

- The Department of Criminal Justice Training (DOCJT) is dedicated to ensuring that Kentucky has the most well-trained law enforcement professionals in the nation.
- Establishing the Post Critical Incident Seminar through DOCTJ will aid officers across the state in dealing with traumatic events.
- The Kentucky State Police (KSP) continues to allocate more resources and effort towards high-level opioid interdiction.
- KSP has also implemented the Angel Initiative, which will direct individuals suffering from a substance abuse disorder into treatment.

E. Investing in Education and Workforce

- Reducing red tape to allow officers to train in diminishable skills, such as driving and firearms training. These two categories account for most of the, "line of duty" deaths.
- Expanding relationships with community and technical colleges, as well as, partnerships with the Education and Workforce Development Cabinet to educate incarcerated adults to prepare them for a successful reentry to society and Kentucky's growing workforce.
- Working with the Labor Cabinet on the justice to journeymen initiative, which will train offenders in high value skills, to aid in their successful re-entry.

F. Serving Those Who Serve Us

- DOCJT is establishing the Post Critical Incident Seminar, which will aid officers across the state in dealing with traumatic events. This effort will not only improve the lives of law enforcement professionals, but also the citizens they interact with on a daily basis.
- Increased pay for Juvenile Justice Youth Workers
- Increased training stipend for law enforcement officers
- Modernized progressive pay-scale for State Troopers.

***V. Statement of Alignment
with the Agency's Budget Request & 6-Year Capital Plan***

The goals and objectives outlined within the Cabinet have been developed within the requested levels of funding in the 2018-2020 Biennial Budget submission and the 2018-2024 Capital Plan.

VI. Situation Analysis/Environmental Analysis

A. Organizational Description:

The Justice and Public Safety Cabinet is the second largest Cabinet in state government with over 7,600 employees. The Cabinet is comprised of the following departments: Justice Administration, Public Advocacy, Kentucky State Police, Juvenile Justice, Criminal Justice Training, and Corrections. There are divisions and units that are attached to each department that provides valuable services and facilitates the Cabinet to carry out its statutory mandates, as well as, mission and vision for service to the Commonwealth. The duties and responsibilities of the Cabinet and each of its Departments is critical to the hard and soft infrastructure network of the Commonwealth and its citizenry.

B. SWOT Analysis

1. Strengths

- Experienced and dedicated leadership
- Expertise and dedication of mission driven staff
- Valuable partnerships with stakeholders at national, state, and local level
- Reorganization of departments for efficiencies creating stronger operational units and enhanced organizational structure
- Balance of support and oversight of departments to provide accountable service to the Commonwealth and its citizens

2. Weaknesses

- Decreasing budgetary appropriation creating increasing necessary government expense, critical shortages in staffing, and Kentucky State Police declining fleet
- Increasing inmate prison population without sustainable baseline funding
- Retaining employees due to increased workloads and salary competition with other entities

3. Opportunities

- Collaboration with stakeholders for criminal justice reform
- Increase drug treatment opportunities through community partnerships
- Enhance public safety
- Attract and retain a trained workforce
- Right-size corrections
- Adjust Department of Corrections focus to reduce recidivism through strong re-entry programs that prepare offenders to reenter society with training and support
- Reinvest any savings into law enforcement, community supervision, and better drug interventions
- Public Private Partnerships to build, renovate, and maintain Correctional institutions to provide for efficient, cost-effective and well maintained facilities

4. Threats

- Opioid Epidemic and all other substance abuse issues
- Decreasing budgetary appropriations creating increasing necessary government expense,
- Critical shortages in staffing within Corrections and the Kentucky State Police
- Kentucky State Police fleet of vehicles degrading in quality, increasing in mileage, and contributing to the leading cause of officer deaths in Kentucky, vehicle accidents
- Increasing inmate prison population and their increased need for treatment and wrap-around services
- Degrading correctional facilities resulting in an increase in condemnation and demolition orders for several Kentucky State Prisons, with no funding available to maintain or repair facilities

VII. Measurable Goals, Objectives & Key Performance Indicators

Goal 1: Combating Drug Addiction with Stronger Substance Abuse Treatment and Prevention.

Objective 1: Expanding the use of medically assisted-treatment in prisons and jails.

Objective 2: Improved integration of drug treatment with other wraparound services to reduce the prevalence and impact of substance abuse, minimize relapse and recidivism related to substance abuse.

Objective 3: Expanding the availability and use of naloxone among Kentucky law enforcement and other first responders to save lives.

Objective 4: Kentucky State Police's implementation of the Angel Initiative to immediately connect those struggling with drug abuse to treatment programs.

Objective 5: Re-evaluate ineffective enhancements in Kentucky's Penal Code that increase penalties for low level drug possession. Continue to support harsh penalties for traffickers.

Goal 2: Aggressively pursue and implement smart-on-crime reforms to reduce prison and jail populations while preserving public safety.

Objective 1: Reduce recidivism through enhanced re-entry and vocational programs that prepare inmates to return to the workforce, while providing a community-based support structure to prevent relapse.

Objective 2: Modernize probation and parole to provide individualized re-entry plans that help prevent relapse, reduce technical violations, and hold offenders accountable.

Objective 3: Collaborate on Penal Code reform, which would include re-evaluating felony classifications and reviewing the parole structure. Reform would also seek to provide flexibility to the Parole Board and provide individualized decisions regarding revocations.

Goal 3: Continue improvements to Kentucky's Juvenile Justice System through further implementation of Senate Bill 200.

Objective 1: Reinvest savings from Senate Bill 200 into community-based interventions and alternatives to incarceration.

Objective 2: Continue to evaluate under-utilized juvenile facilities for possible efficiencies.

Objective 3: Reduce recidivism through enhanced re-entry and vocational programs that prepare offenders to return to the workforce, while providing a community-based support structure to prevent relapse.

Goal 4: Strengthening Law Enforcement and Law Enforcement Training to continue public safety in our communities.

Objective 1: Attract, develop, empower and retain a highly motivated, competent and efficient workforce to deliver timely and professional police services to citizens of the Commonwealth.

Objective 2: Continue implementation and expansion of the Post-Critical Incident Seminar.

Objective 3: Reduce the number of traffic crashes involving injury and death on Kentucky's highways.

Objective 4: Contribute to the creation of safe communities by initiating efforts to reduce and prevent crime.

Objective 5: Provide technical and logistic support to criminal justice agencies.

Objective 6: Promote the safety of Kentucky highways through commercial vehicle initiatives, driver and vehicle inspections, enforcement, compliance reviews, and education.

Objective 7: Improve the quality of law enforcement vehicles to prevent vehicle accidents, the leading cause of law enforcement fatalities.

***VIII. Strategic Plan Progress Report on
Goals & Objectives Operable in the Last year***

- Completed an external/internal evaluation of the Department of Criminal Justice Training (DOCJT) to identify areas of improvement. The Cabinet and new leadership at DOCJT have worked to successfully implement many of the necessary reforms such as transfer of the land and buildings from Eastern Kentucky University to DOCJT.
- Continued return on investment at a savings of \$3-\$5 for every dollar spent for the Department of Public Advocacy alternative sentencing worker program to find individualized alternatives plan to incarcerations. Return on investment is verified by independent analysis and outcome studies.
- Administered an increase from 77 in 2015-2016 to 94 grant awards in 2016-2017. A significant focus of the increase in funding benefits victims of crimes through increasing awards under the Victim of Crimes Act through the Department of Justice. VOCA awards continue to drastically increase. Current awards administered by the Cabinet this biennium were \$30 million in 2017 and \$27 million in 2018, with anticipated growth to approximately \$55 million in 2019.
- Implemented sweeping administrative reforms at the Department of Juvenile Justice by restructuring the agency and right-sizing facilities by closing four (4) facilities.
- Reviewed and modified cabinet contracts, saving \$1.1 million to date.
- Continuously improving policy, training, oversight and faithful execution of our institutional role.
- Ongoing implementation of House Bill 463
- Ongoing implementation of Senate Bill 192 to provide expanded substance abuse initiatives in treatment, wrap-around services, individualized alternative sentencing plans, enhanced use of rocket-docket, and others.
- Collaborated with the Governor and the 2017 General Assembly to enact criminal justice reforms that will reduce recidivism and protect public safety through stronger re-entry. SB 120 removed government restrictions on licensing for certain jobs so returning citizens have a pathway to employment.
- Improving services to valued criminal justice employees through (1) salary increases to recruit and retain DJJ youth workers through internal efficiencies, (2) increased training stipend for KY certified law enforcement personnel, (3) a modernized pay scale for KY state police, and (4) Implemented 40 hour work week for correctional officers
- Establish SB 200 Reinvestment Funds providing access to one million dollars (\$1,000,000) to community services.
- Agreement between the Department of Juvenile Justice and the Kentucky State Police to re-purpose a closed juvenile facility into an updated police post and training center.

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