

**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.

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. We have made it a priority to change the culture within its respective departments pertaining to a positive work environment and the prevention of sexual harassment. We have overhauled the entire Equal Employment Opportunity (EEO) investigation process due to previous deficiencies in this area. Now, every EEO complaint is investigated and reviewed by the Office of Legal Services and the Cabinet Human Resources Director to ensure employees are protected and held accountable for inappropriate behavior.

Data-Driven Decision Making: We will endeavor to 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.

Serving those who serve and protect the citizens of the Commonwealth of Kentucky: We are committed to creating a culture that fosters positive interaction, recognition of service, a healthy work environment and strong recruitment and retention of dedicated staff.

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 possible on their public safety investment.
- Focusing on successful re-entry and re-integration into society to improve public safety through lower recidivism, reduce corrections cost and provide sustainable alternatives to incarceration when available and appropriate.
- Provide affordable and accessible lower cost programming for juvenile offenders and their families through wrap around services in their communities.
- Creating a new Cabinet-wide administrative process to ensure maximum efficiency, transparency and accountability in every agency.

B. Growing Kentucky's Economy

- Working with the Education and Workforce Development Cabinet on the Justice to Journeymen initiative, which provides offenders an opportunity to earn nationally-recognized journeyman credentials in skilled trades while inside correctional facilities, aiding in successful re-entry.
- Focusing our workforce development efforts in both juvenile and adult facilities to meet the demands of current employers in the Commonwealth.
- Partnering with private industry to give offenders valuable workforce training while filling a much needed gap in Kentucky's growing workforce needs.

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 "Hope and Help" 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 has helped 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 and methamphetamine interdiction.
- KSP has also implemented the Angel Initiative, which will direct individuals suffering from a substance use disorder into treatment.
- KSP is improving services to victims through establishing front line victim's advocates in every post throughout the state. The advocates provide resources from first contact with the criminal justice system.

- The Cabinet is incentivizing county jails to provide programming related to substance use disorders, rehabilitation, mental health, vocational training, and other necessary areas to prepare offenders for productive reintegration into their community upon release from custody.
- Implementing innovative strategies with local judicial circuits to provide alternatives to juvenile detention.

E. Investing in Education and Workforce

- Providing enhanced educational opportunities to peace officers enrolled in the law enforcement training academy at the Department of Criminal Justice Training. In addition to law enforcement certification, recruits will graduate with an associate's degree from an accredited educational institution.
- Expanding relationships with community and technical colleges, as well as, partnerships with the Education and Workforce Development Cabinet to educate incarcerated adults and prepare them for successful reentry to society and Kentucky's growing workforce.
- Reducing red tape to allow officers to train in diminishable skills, such as driving and firearms training. These two categories account for most line-of-duty deaths.

F. Serving Those Who Serve Us

- DOCJT has established the Office of Professional Development and Wellness, focusing on services for law enforcement that improve mental health and reduce incidents of suicide among Kentucky officers. DOCJT has implemented 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.
- Improved recruitment and retention of qualified candidates for employment in the Justice and Public Safety Cabinet with:
 - Increased pay for Juvenile Justice Youth Workers
 - Increased training stipend for law enforcement officers
 - Modernized progressive pay-scale for State Troopers.
 - Increased pay for Probation and Parole Officers
- Continued focus on improving Kentucky State Crime Lab resources and recruitment and retention efforts for lab personnel.

<p><i>V. Statement of Alignment with the Agency's Budget Request & 6-Year Capital Plan</i></p>

The goals and objectives outlined within the Cabinet have been developed within the requested levels of funding in the 2020-2022 Biennial Budget submission and the 2020-2026 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. Divisions and units are attached to each department that provide valuable services and help facilitate the Cabinet's 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 are 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

- Budgetary reductions are causing necessary government expenses to increase, critical shortages in staffing, and a decline in the Kentucky State Police vehicle fleet
- Increasing 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, providing efficient, cost-effective and well-maintained facilities

4. Threats

- Opioid epidemic and all other substance abuse issues
- Budgetary reductions are 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 prison population and increased need for treatment and wrap-around services
- With no funding available to maintain or repair facilities, degrading correctional facilities are causing condemnation and demolition at several state prisons

VII. Measurable Goals, Objectives & Key Performance Indicators

Goal 1: Combating Substance Use Disorder with Improved Evidence Based Interventions.

Objective 1: Expanding the use of medically assisted treatment and proven evidence-based substance abuse programming to meet the individual needs of incarcerated offenders.

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 5: Re-evaluate ineffective enhancements in Kentucky's penal code that increase penalties for low-level drug possession, while focusing necessary resources on drug trafficking.

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: Enhance resources available to the Kentucky State Crime Lab to provide better service to the citizens of the Commonwealth.

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***

- Kentucky State Police began testing Rapid DNA technology to identify perpetrators in a matter of hours, rather than weeks or months. KSP conducted a pilot project in which sexual assault kits were collected at hospitals, analyzed on Rapid DNA instruments and compared to the state DNA database. Results provided identifications that could immediately assist law enforcement in their investigations.
- KSP established the Victim Advocacy and Support Services project, which will place a victim advocate/social services coordinator in each of KSP's 16 posts across the Commonwealth. These individuals will provide needed communication and systems-based advocacy services to victims of crime. This project also helps maximize the amount of time that KSP troopers can spend investigating crime and keeping communities safe, while victim advocates take on responsibility of communicating with and supporting crime victims during their trauma. The project is funded with a \$2.5 million Victims of Crime Act grant through the federal Department of Justice. The Cabinet's Grants Management Division administered the grant award.
- KSP implemented the Angel Initiative, a statewide program that allows a person experiencing substance abuse to voluntarily present him or herself at any KSP Post to

request help. When this occurs, an intake procedure is carried out to ensure that the person is appropriate for treatment and that he or she does not have any active warrants or disqualifiers such as a listing on the state sex offender registry. Individuals are then placed into an appropriate treatment facility. In the first 12 months of the program, 81 potential candidates presented themselves at a KSP Post. Of those, KSP reported a 72 percent success rate for treatment placement.

- The Cabinet strengthened services and support for valued employees through:
 - Salary increases for DJJ youth workers, funded through internal efficiencies,
 - Conversion to hazardous duty retirement and implementation of a special entrance rate for DJJ employees,
 - Increased training stipend for Kentucky certified law enforcement personnel,
 - A modernized pay scale for Kentucky State Police,
 - Implemented a 40-hour work week for correctional officers,
 - Implemented a 12 percent raise for probation and parole officers,
 - Provided a pay increase to commercial vehicle enforcement officers; and,
 - Implemented locality pay for correctional officers working in proximity to the Louisville Metro area.

- The Department of Criminal Justice Training (DOCJT) conducted three Kentucky Post-Critical Incident Seminars for law enforcement and one for military personnel, serving 288 officers, dispatchers and their significant others. This program provides care and resources to DOCJT clients who suffer from post-traumatic stress as a result of their job duties.

- DOCJT established the Educating Heroes program in conjunction with Bluegrass Community and Technical College to offer Law Enforcement Basic Training recruits the opportunity to simultaneously earn an associate's degree while completing the 20-week academy.

- The Department of Public Advocacy's Alternative Sentencing Worker Program continued to yield returns on investment. The program offers courts individualized sentencing plans as an alternative to incarceration for defendants with substance abuse disorder or mental illness. In FY19, 2,954 such plans were approved by Kentucky courts, potentially saving \$35,343,714 in correctional costs in the first year alone. Prior validated studies by the University of Louisville and University of Kentucky demonstrated returns of \$3 to \$6 for every \$1 invested in the program.

- In 2018, the Kentucky Department of Corrections received approval for the Prison Industry Enhancement (PIE) Certification Program. PIE lifts certain restrictions on the sale of inmate-made goods in interstate commerce, permitting certified entities to sell the goods to the federal government. In September 2019, Gov. Bevin announced \$3.2 million in funding for the Eastern Kentucky Advanced Manufacturing Institute (eKAMI), a project that trains offenders in advanced manufacturing, equipping them with valuable skills to reenter the workforce upon release. DOC is working with additional partners to implement this innovative project, support Kentucky's workforce needs and enhance

training and employment opportunities for those offenders re-entering their community workforce.

- The Department of Corrections, the Parole Board, and the Department of Public Advocacy updated and implemented parole revocation proceedings to comply with the Supreme Court's requirements in *Jones v. Bailey*, 576 S.W.3d 128 (Ky. 2019)
- The Cabinet's Grants Management Division continued to administer increased funding under the federal Victims of Crime Act. Awards totaled \$30 million in 2017 and \$27 million in 2018, with anticipated growth to approximately \$55 million in 2019.

The Cabinet implemented sweeping administrative reforms at the Department of Juvenile Justice by restructuring the agency and right-sizing facilities by closing four facilities.

- The Cabinet implemented a plan to improve contracts, find efficiencies and create collaboration across departments.
- 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, among other efforts.
- 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. Senate Bill 120 removed government restrictions on licensing for certain jobs so returning citizens have a pathway to employment.
- Established Senate Bill 200 Reinvestment Funds, providing \$1 million in funding for community services.
- Executed an 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.
- Executed Master Data Sharing Agreements between the Justice Cabinet, COT, the Cabinet for Health and Family Services and other participating agencies in an effort to collaborate in a shared, data-driven approach to combat the opioid crisis.
- Established a partnership between the Department of Public Advocacy Alternative Sentencing Worker Program and Probation and Parole to collaborate on alternatives to revocation for those with substance use disorders.