

# Agency Strategic Plan Template

V9.08.09

## ***a. Cabinet Number (2 digits) & Cabinet Name***

54 Justice and Public Safety

## ***b. Department Number (3 digits) & Department Name***

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

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## ***d. Agency Strategic Plan Origination Date***

July 2005

## ***e. Agency Strategic Plan Update/Revision Date***

October 2011

## ***f. Agency Strategic Plan Revision Number***

5

## ***I. Agency Mission Statement***

The mission of the Justice and Public Safety Cabinet is to create a safe and secure society through the effective prevention, detection and reduction of crime and delinquency, and through effective application of incarceration, rehabilitation and reintegration of offenders.

## ***II. Agency Vision Statement***

As a national leader in criminal justice, our vision is to continuously improve public safety and the quality of life through:

- Reducing crime and the threat of crime;

- Coordinating efficient interagency services;
- Developing and participating in national partnerships;
- Enhancing citizen confidence in the criminal justice system;
- Protecting individual rights; and
- Supporting victims and communities.

### ***III. Agency Organizational Core Values***

The Justice and Public Safety cabinet holds dear the values of integrity, professionalism, quality of services, fairness and respect for the dignity of all.

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

***A. Give all children valuable educational opportunities***

***B. Create and protect 21<sup>st</sup> Century jobs***

***C. Improve access to quality & affordable health care***

***D. Ensure Safe Communities***

***E. Develop energy resources in environmentally sustainable manner***

***F. Provide ethical, transparent, and honest state government***

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

The 2012-2014 budget requests for the Justice and Public Safety Cabinet is designed to provide sufficient resources to meet the Cabinet's mission and to support attaining the vision of a continuously improving system of criminal justice for all citizens

of the Commonwealth. In devising a plan to address the needs of the criminal justice system, the Cabinet has identified three goals to encompass our Cabinet budget overview:

- Goal 1 – Ensure safe communities
- Goal 2 – Improve Recruitment, Selection and Training of Criminal Justice Personnel
- Goal 3 – Lead in the Development of Criminal Justice Policy

This overview will address how the various components of the Cabinet's 2012-2014 budget requests integrate with the plan for the Commonwealth to be a national leader in Criminal justice.

### **Goal 54.1 - Ensuring Safe Communities**

This is the one of the most complex and challenging issues facing any criminal justice entity. It encompasses everything from the reduction of traffic fatality rates, efforts to reduce juvenile delinquency and drug interdiction efforts, to incarceration programs designed to rehabilitate and reduce recidivism. These requests represent funding for staff positions and operational expenses that are vital to providing public safety, crime prevention and detection; incarceration; detention; rehabilitation; and the development of programs designed to reduce recidivism.

In addition to these requests, the Cabinet is committed to a number of strategies and initiatives designed to enhance the safety of its citizenry. These include:

- Commitment to funding for critical services across all cabinet agencies;
- Implement provisions of the Public Safety and Offender Accountability Act;
- Secure dedicated funding for Public Safety First initiatives;
- Increasing the number of State Police Troopers/Vehicle Enforcement Officers;

### **Goal 54.2 - Improve Recruitment, Selection and Training of Criminal Justice Personnel**

An agency focused on public safety relies heavily on its personnel to ensure that it meets its mission. With almost 8,000 employees, the Justice and Public Safety Cabinet must focus on measures to recruit, train and retain the most qualified and talented employees. A number of initiatives are included in the 2012-2014 budget requests to address these needs:

- Ensure continued commitment to annual State Police cadet classes;
- Construction of a new Kentucky State Police/ Medical Examiners laboratory in Louisville in order to attract and maintain highly skilled medical personnel;
- Continued support at the Department of Criminal Justice Training for programs designed to support law enforcement families

### **Goal 54.3 - Lead in the Development of Criminal Justice Policy**

The Cabinet has worked closely with other criminal justice, legislative, and executive branch agencies to ensure that initiatives are coordinated and represent best practices in criminal justice policy. Through established relationships and through entities such as the Kentucky Criminal Justice Council, the Cabinet has a number of initiatives underway to develop strong and effective statewide policies to:

- Reevaluate current felony classifications;
- Review the current parole structure; and
- Continued support of drug courts, drug treatment facilities and drug treatment services in county jails.

### ***VI. Situation Analysis/Environmental Analysis***

The client base for this cabinet is largely external. Our client base is the general public and state and local law enforcement, corrections, coroners, and telecommunications agencies. Internal clients are juveniles and adults in custody.

Substance abuse remains a priority issue for the Cabinet, as it drives most of the criminal activity in the Commonwealth. This criminal activity results in calls for service to law enforcement (such as the State Police); increases in the number of peace officers that Criminal Justice Training must train; increases in caseloads for Public Advocacy and Probation and Parole, increases in the populations of juveniles under the control of Juvenile Justice and increases in the populations in the jails and prisons. The majority of the increases in arrests and incarcerations are drug-related. Drug Control Policy and alternative treatments, therefore, will continue to be the main focus of the Cabinet.

The ability of the Cabinet to plan and lead in criminal justice policy is another significant strength. The Kentucky Criminal Justice Council is considering issues with an eye to improving current practices and developing legislation for future legislative sessions. A major initiative is a Penal Code review and revision project. The code has been modified in piece-meal fashion and needs a holistic review to regain its coherence.

### ***VII. Measurable Goals, Objectives & Key Performance Indicators***

- 54.1 Ensure Safe Communities
  - 54.1.1 Maintain funding for critical services
  - 54.1.2 Implement provisions of the Public Safety and Offender Accountability Act;
  - 54.1.3 Secure dedicated funding for Public Safety First initiatives;
  - 54.1.4 Increase the number of State Police Troopers/Vehicle Enforcement Officers;
  
- 54.2 Improve Recruitment, Selection and Training of Criminal Justice Personnel
  - 54.2.1 Ensure continued commitment to annual State Police cadet Classes
  - 54.2.2 Construction of a new Kentucky state Police /Medical Examiners lab in Louisville
  - 54.2.3 Continued support for the programs offered by the Department of Criminal Justice Training
  
- 54.3 Lead in the Development of Criminal Justice Policy
  - 54.3.1 Reevaluate current felony classifications
  - 54.3.2 Review current parole structure
  - 54.3.3 Continued support of drug courts, drug treatment facilities, and drug treatment services in county jails.

***VIII. Strategic Plan Progress Report on  
Goals & Objectives Operable in the Last year***  
**For information & guidance, see [Progress Report Steps](#)**

To be submitted at required intervals