



Criminal Justice Commission Strategic Plan

FY: 23-24

Revision History

Revision Date:	By Whom:	Approval:

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Executive Summary

[1-2 paragraphs explaining what is contained in the strategic plan.]

Organizational Chart

[A chart or table explaining positions, roles, responsibilities, etc. for all team members.]

DEPARTMENT SCORECARD

Department	Criminal Justice Commission					
Department Vision Statement	To support the creation of a fair and equitable criminal justice system based upon policies that are data-informed, evidence-based, and that promote a safer city for all Louisville residents.					
Department Mission Statement	Improve the administration of justice and promote public safety through planning, research, education and system-wide coordination of criminal justice and public safety initiatives for the community (Ordinance No. 037, Series 2018).					
Department Strategic Priorities	<ul style="list-style-type: none"> A. Operational Excellence: effective and efficient organizational processes and procedures; compliance with policy; quality assurance and control B. Coordinated and Systemic Change: Convening justice system stakeholders to promote understanding of the collective impact of individual agency decisions on the criminal justice system and promoting the development of unified, balanced, and equitable solutions C. Multi-agency and Multi-disciplinary grants: Seek multi-agency and multi-disciplinary grants and funding opportunities to support existing initiatives and new program development D. Education and Engagement: Raising public awareness about the operation of the criminal justice system and identifying opportunities for community input into justice system decision-making 					
Perspectives	Objectives	Goals	Short-Term Target	KPIs	Estimated Budget	Status
<i>Learning and Growth</i>	A.1 Fulfill the requirements of the Racial Equity Ordinance	A.1.1 Every agency will track their staff composition in relation to racial and gender statistics based on the Louisville/Jefferson County community.	End of FY24	Staff composition figures		
		A.1.1.1 If the agency does not have a staff composition representative of the Louisville/Jefferson County community and has vacancies, the Director will create and implement a plan to address the discrepancies (i.e., targeted recruiting efforts, special accommodations, language inclusion, etc.).	End of FY24	# of targeted plans		
		A.1.2 Each Metro Department will report on dollars spent on employee training, external trainings, certifications, and other similar activities (including salary hours)	End of FY24	\$ spent		

		that promote a better understanding of equity within Metro and the community.				
	A.4 Comply with required Cybersecurity trainings	A.4.1 75% of all employees in every agency will complete cybersecurity training.	End of FY24	% of employees that take trainings		
	B.1 Provide training on the role and expectations to support the CJC Board and Committees	B.1.1 CJC Director will review and refresh training materials prior to internal staff training sessions.	June 30, 2025	Updated training materials		
		B.1.2 CJC Director will host training sessions with all staff on a semi-annual basis.	June 30, 2025	# of trainings scheduled # of trainings hosted # of attendees		
	C.1 Standardize creation and distribution of policy briefs for CJC Committees	C.1.1 Research best practices from national organizations and/or other jurisdictions participating in the National Network of Criminal Justice Coordinating Councils.	June 30, 2024	Benchmarking report		
		C.1.2 Create standard templates and SOP to include background/overview, data/statistics, and options/recommendations and defined distribution methods.	June 30, 2024	SOP and templates		
		C.1.3 Distribute standard templates for staff use and to committees.	June 30, 2024	% of committees templates are distributed to		
<i>Internal Processes</i>	A.9 Development of Jail Population Management Dashboard	A.9.1 Create a Jail Population Management Dashboard that is accessible to criminal justice stakeholders and	June 30, 2023	Dashboard is complete and public Distribution %		

		the community.				
A.3 Create, maintain, and review strategic plans	A.3.1 Every agency will participate in the annual strategic planning process to create or refresh their strategic plans by the end of Q2 each fiscal year.	Q2 of FY24				
	A.3.2 Every agency will conduct quarterly LouieStat forums with their deputy mayor and key leadership to review progress on their strategic plans.		# of LouieStat forums held			
A.5 Reduce overall paper usage through Paper Free by 23 campaign	A.5.1 Every agency will reduce paper usage by 40% from 2019 levels by the end of 2023.	End of calendar year 2023	Reduction in paper usage			
A.6 Comply with Open Data policy	A.6.1 Every agency will inventory their data sources by Q2 of FY24.	Q2 of FY24				
	A.6.2 Every agency will audit and update their open data sources annually.	End of FY24				
A.7 Maintain continuity of operations in case of ransomware attack	A.7.1 Every agency will have a continuity of operations plan (COOP) in case of ransomware attack on IT systems by end of Q2 of FY24.	Q2 of FY24				
	A.7.2 Every agency will audit their COOP annually.	End of FY24				
	A.7.3 Every agency will practice their COOP through a tabletop exercise hosted by CIT annually.	End of FY24				
A.8 Comply with Open Records policy	A.8.1 Every agency limits the amount of time it takes to respond to Open Records' requests for information to fulfill an open record request to three days or less.	End of FY24	# of days to respond to request for records			
	A.8.2 Every agency will create a records management plan by the end of FY24.	End of FY24				

		A.8.3 Every agency will audit their records annually to ensure records are being stored efficiently, archived as needed, and destroyed at prescribed times.	End of FY24			
	B.2 Evaluate the Opportunity Network's Reentry Workbook	B.2.1 Contract with a research partner to evaluate the Opportunity Network Reentry Workbook.	By December 2022	Signed contract		
		B.2.2 Disseminate research evaluation report to the Opportunity Network.	By September 30, 2023	Final Research Evaluation Report presented to the ON		
	C.2 Comply with grant requirements	C.2.1 Submit required Performance Management Tools and programmatic progress reports to grantors that comply with grant requirements	Quarterly/semi-annually as required by each grantor	# of completed reports % submitted reports on time		
	D.1					
<i>Customer</i>	A.10 Educate and engage stakeholders and the community to improve the operation of the criminal justice system	A.10.1 Disseminate criminal justice policy briefs and other informational presentations to the CJC Board and committee members	June 30, 2025	# of Policy briefs disseminated # of presentations provided % completion of materials		
		A.10.2 Maintain and enhance the CJC website as a tool to share information with stakeholders and the community	June 30, 2024	Updated website # of added features		
	B.3	B.3.1				

		B.3.2				
<i>Financial</i>	A.2 Ensure a representative portion of contracting budgets are going to qualified minority vendors	A.2.1 Each Metro Department that contracts with external vendors for goods and services will track the number of interactions (transactions and contracts) with MWDBEs in the fiscal year.	End of FY24	# of transactions		
		A.2.1.1 If the Department is tracking total expenditures with MWDBE vendors, report on the total spent and the percentage of that total out of the Department's Procurement budget.	End of FY24	\$ spent		
		A.2.1.2 If the Department is tracking the total percentage spent on MWDBE vendors, write a SMART goal to increase that percentage over time.	End of FY24	% of budget spent		
	B.4 Maintain CJC department budget to include funding for personnel and operating costs	B.4.1 Submit initial CJC budget request to OMB	Each January	Request submitted		
		B.4.2 Request FY 24 CJC budget	Every May	Budget hearing complete		
		B.4.3 Report on the total percentage of personnel versus other costs	Every May/June budget cycle	% of budget		



Action Plans:

Goal A.9.1: Create a Jail Population Management Dashboard that is accessible to criminal justice stakeholders and the community by June 30, 2023.

Goal Owner: Director

Issue Statement	To provide jail population management data analytics and metrics in near, real time to enhance decision making by the Jail Policy Committee (JPC).				
What	Why	Who	When	Resources Needed	Check-Step
Identify data elements to include in the dashboard	To determine what data visualizations the JPC wants to see	Jamie Allen	Complete	Group discussions/Access to Data	Preliminary data elements identified
Work with CIT to connect required data tables in XJail	To pull data from XJail to Power BI to display visualizations on dashboard	Jamie Allen Mike Reynolds	Complete	Xjail data/Access to data tables	Data tables connected
Review all PII and field definitions in the dataset to determine if all fields are required and comply with CJIS security	To ensure protected information of Criminal Justice Information System data	Jamie Allen Mike Reynolds Michael Redmond	Complete	CJIS compliance	Review Complete on October 22, 2021
Validate data for the dashboard	To ensure accuracy of dashboard data	Jamie Allen	Complete	Xjail data	Validation completed November 2021
CIT to determine database requirements to store data	To ensure adequate space for dashboard data	Mike Reynolds	Complete	Access to database space	Requirements identified and space made available in December 2021
Train in Power BI visualizations	To develop and create dashboard visualizations	Jamie Allen	Introductory training complete	Advanced Power BI training course	Introductory training complete December 2021; advanced course March 2022
Develop dashboard visualizations and validate data	To display dashboard visualizations for the JPC	Jamie Allen Mike Reynolds	Mid-January 2022	Access to Power BI	Dashboard visualizations complete January 2022
Meet with internal LMDC team to review live dashboard and identify feature enhancements/next steps prior to roll-out	To present live dashboard and determine next steps	Jamie Allen Matt Golden Mike Reynolds Faith Augustine	January 2022	Meeting with internal LMDC team	Dashboard presented to LMDC in January 2022

		Eric Troutman Dwayne Clark Steve Durham			
Prioritize LMDC feature enhancements and determine capacity	To identify capacity and resources needed for future enhancements	Matt Golden Eric Troutman Dwayne Clark Steve Durham	January 2022	Meeting internal LMDC team	No feature enhancements identified at this time
Dashboard presentations to Jail Policy Committee, Circuit Court Term, Criminal Justice Commission Board and the Louisville Leadership Team	Present dashboard visualizations to committees and stakeholders	Jail Policy Members, Circuit Court Judges, Criminal Justice Commission Board, Louisville Leadership Team	February – July 2022	Group discussions/meetings	All presentations complete
Have early discussion to determine dashboard availability to the public	Determine what data visualizations from the dashboard will be made available to the public	Faith Augustine Matt Golden Jamie Allen Chris Seidt Jerry Collins	June 2022	Meeting with LMDC team	Discussion complete; seeking insight from JCAO and development of a Nondisclosure Agreement
Review dashboard data with Jefferson County Attorney's office	Determine what data that populates the dashboard is protected under CJI.	Jamie Allen Mike Reynolds Paul Rutherford	July 2022	Meeting with JCAO	Determined that all data visualizations can be shared
Cyber Security Testing	Third-party dashboard testing to ensure data is secure	Metro IT	August 2022	IT security	Cyber Security Testing complete
Jail Dashboard roll-out to internal Metro testing group	Determine how to share dashboard with internal Metro users	Metro IT Jamie Allen	August 2022	Meeting with internal Metro testing group	Internal users identified; Dashboard link shared
Jail Dashboard rolled out to external Jail Policy Committee Test Group	To inform and educate Committee members on the dashboard contents and	Faith Augustine Jamie Allen Chris Seidt Jerry Collins	November 15, 2022 – December 31, 2022	Meeting with Jail Policy Committee	Dashboard agreements in place; educational briefings held

	how the underlying data is captured and presented				
Create a video tutorial that will walk users through how to maneuver/filter/query the dashboard and explain what the data means	To share information to educate the community on how to use	Faith Augustine Jamie Allen Scott Render - IT	March 15, 2023	Meeting with Scott Render	Video complete
Go live/Release the dashboard to the public		Mayor's Office Faith Augustine Jamie Allen Chris Seidt Jerry Collins	June 30, 2023	Meeting with Mayor's leadership team/communications team	Public release complete

Goal B.2.1: The Criminal Justice Commission will contract with a research partner to evaluate the Opportunity Network Reentry Workbook by September 30, 2023.

Goal Owner: Tyler Dennison

Issue Statement

What	Why	Who	When	Resources Needed	Check-Step
Research best practices	To identify sections to include in a reentry workbook	CJC staff	2019	CJC staff time	Research complete
Draft reentry workbook	To prepare inmates for release from custody to reintegrate them to society	Opportunity Network	2020	Grant funding, research best practices, and designated staff	Workbook drafted
Design reentry pilot project for inmates held in LMDC	To identify the best research method to use for the pilot	Researchers	January 2021		Pilot project designed
Enter into contract with research partner for evaluation services	To formalize the implementation and deliverables of the pilot project	CJC, JCAO, Researcher partner	December 1, 2022	Grant funding, CJC staff, JCAO, and research partner discussions	Signed contract
Launch pilot	To collect data on the effectiveness of the reentry	CJC, Research partner	January 3, 2023	Funding, researchers availability, CJC staff availability	Pilot launched

	workbook				
Evaluation Report	To document and publish the pilot project findings	Research partner	September 30, 2023	Funding, Research partner time	Final Research Evaluation Report

Goal B.1 Provide training on the role and expectations to support the CJC Board and Committees by the end of FY 25

Goal Owner: Faith Augustine

Issue Statement					
What	Why	Who	When	Resources Needed	Check-Step
Review current training materials	To see if updates need to be made	Faith Augustine	October 30, 2023	Time	Review complete
Research best practices on CICC staffing	To ensure training materials include latest information available	Faith Augustine	November 30, 2023	Time and research	Research complete
Update training materials prior to training sessions	To ensure training materials are current	Faith Augustine	December 30, 2023	Time	Updated PowerPoint presentation
Schedule semi-annual training sessions	To inform staff training dates	Faith Augustine	January 30, 2024	Time	Training scheduled
Reserve conference room for training	To ensure space is available	Faith Augustine	January 30, 2024	Conference room	Room reserved
Provide training materials to staff for review	To ensure prework is complete	Faith Augustine	January 30, 2024	CJC Director/staff time	Material sent/Pework completed
Training sessions with all staff on a semi-annual basis	To ensure staff understand the role and expectations	Faith Augustine	January 30, 2024	Conference room	Scheduling complete

Goal C.1: Standardize creation and distribution of policy briefs for CJC Committees by end of FY 24

Goal Owner: Criminal Justice Commission Staff

Issue Statement					
What	Why	Who	When	Resources Needed	Check-Step
Research best practices from national organizations and/or other jurisdictions participating in the National Network of Criminal Justice Coordinating Councils	To ensure information distributed is research based and follows best practices	CJC staff	December 2023	Research CJC staff time	Research complete
Create standard templates and SOP to include background/overview, data/statistics, and options/recommendations and define distribution methods	To ensure consistency with disseminating information across CJC Board and Committees	CJC staff	June 2024	Staff time	Template and SOP complete
Distribute standard templates for staff use and to committees.		CJC staff	June 2025	Staff time	Distribution complete

Goal C.2.1: Maintain compliance with grant requirements by the end of FY 26

Goal Owner: {Criminal Justice Commission}

Issue Statement					
What	Why	Who	When	Resources Needed	Check-Step
Request information and/or data from partner agencies	To ensure grant report is accurate	CJC staff	30 days before report is due	CJC staff time	Information received
Review information/data for accuracy	To validate information received	CJC staff	20 days before report is due	CJC staff time	Review complete
Draft progress report or PMTs	For agencies to review/approve	CJC staff	15 days before report is due	CJC staff time	Draft complete
Send draft report to contacts at partner agencies for review	To approve information in	CJC staff	10 days before	CJC staff time	Draft sent

	report		report is due		
Make any necessary revisions/changes to report	To ensure accuracy	CJC staff	5 days before report is due	CJC stafftime	Changes/revisions complete
Submit required Performance Management Tools and programmatic progress reports to comply with grant requirements	To ensure grant compliance with grantors	CJC staff	Quarterly or semi-annually	CJC stafftime	Grant reports submitted on time

Goal A.10.1: The Criminal Justice Commission will educate and engage stakeholders and the community in efforts to improve the operation of the criminal justice system by end of FY 25.

Goal Owner: {Criminal Justice Commission}

Issue Statement					
What	Why	Who	When	Resources Needed	Check-Step
Provide policy briefs or other informational presentations to stakeholders and the community	To promote the understanding of criminal justice system operation	CJC staff	By end of FY 25	CJC staff time	Information disseminated/presentations held
Review CJC website content on a monthly basis	As a means to provide information to stakeholders and the community on CJC activities	Jamie Allen Stacey Ayers	Monthly	Staff time	Review complete
Post informational briefs and presentations to CJC website	As a means to share information with stakeholders and the community	Jamie Allen Stacey Ayers	As available	Staff time	Website updated
Link the CJC website to the	To have multiple	Jamie Allen	When publicly available	Staff time	Link created

Jail Population Management Dashboard which will be hosted on the LMDC website when publicly available

avenues of access to the dashboard

Goal B.4.1: The Criminal Justice Commission will maintain CJC department budget to include funding for personnel and operating costs by June 30, 2023.

Issue Statement

What	Why	Who	When	Resources Needed	Check-Step
Review internal budget needs	To prepare for budget cycle	Faith Augustine	Every December	Time	Review complete
Receive budget development questionnaire from OMB	To prepare for budget cycle	Faith Augustine	Every December	Time	Questionnaire received
Gather information needed to answer budget development questionnaire	To answer questionnaire	Faith Augustine	Every December	Time	Information gathered
Prepare draft of budget development questionnaire	To submit questionnaire	Faith Augustine	Every January	Time	Draft complete
Submit initial CJC budget request to OMB	To submit initial request	Faith Augustine	Every January	Time	Questionnaire submitted to OMB
Budget prep meeting with OMB	To review budget questionnaire	Faith Augustine	Every January/February	Time	Budget prep meeting completed
CJC Budget Hearing	To formally request CJC budget	Faith Augustine OMB Metro Council	Typically May/June	Time	Hearing complete