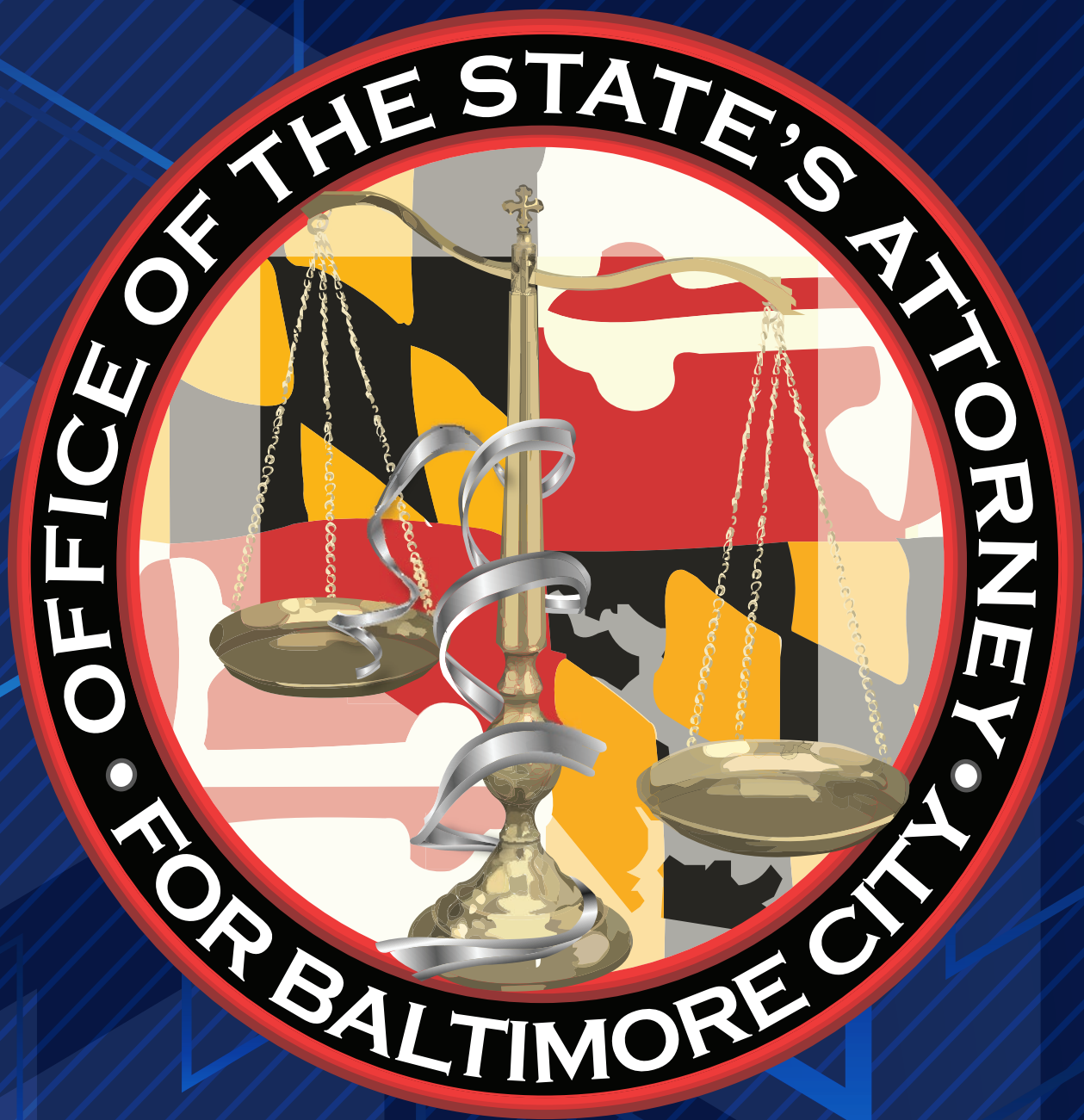


2024 - 2026

STRATEGIC

PLAN

Ivan J. Bates
Baltimore City State's Attorney



MESSAGE FROM THE STATE'S ATTORNEY

Dear Fellow Baltimoreans,

I am honored to present the inaugural strategic plan for the Office of the State's Attorney for Baltimore City (BCSAO). This strategy embodies the Office's commitment to justice, integrity, and rebuilding the public's trust and ensures that every BCSAO employee's actions are deeply rooted in fairness, transparency, and accountability.

In the pursuit of justice, this strategic plan outlines the Office's prosecution, business, and modernization priorities and the actions the BCSAO will take to ensure victims' rights are protected and perpetrators are held accountable while offering avenues for rehabilitation and reintegration into society when appropriate.

The BCSAO's 2024-2026 strategic plan is not just a document. It's a pledge to work collaboratively with our law enforcement, government, and community partners to build a safer, more resilient Baltimore where everyone feels heard, valued, safe, and protected.

Transparency and accountability served as the plan's cornerstones. With a goal to become a best-in-class prosecutor's office that incorporates cutting-edge technology, upholds the highest ethical standards, and ensures every decision is transparent, consistent, and just.

However, we cannot do this alone. We will need help to ensure that the tactics outlined in this inaugural strategic plan meet the City of Baltimore's criminal justice needs. Therefore, input from the community and our partners is not just welcomed but essential to the plan's success.

I look forward to implementing this comprehensive strategy and working with everyone over the coming years to build a stronger, safer, and more vibrant city we call home.

With gratitude and commitment,



Ivan J. Bates
State's Attorney for Baltimore City



2024–2026 Strategic Plan

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THE 5 PILLARS



THE BALTIMORE CITY
STATE'S ATTORNEY'S OFFICE
IVAN J. BATES, STATE'S ATTORNEY

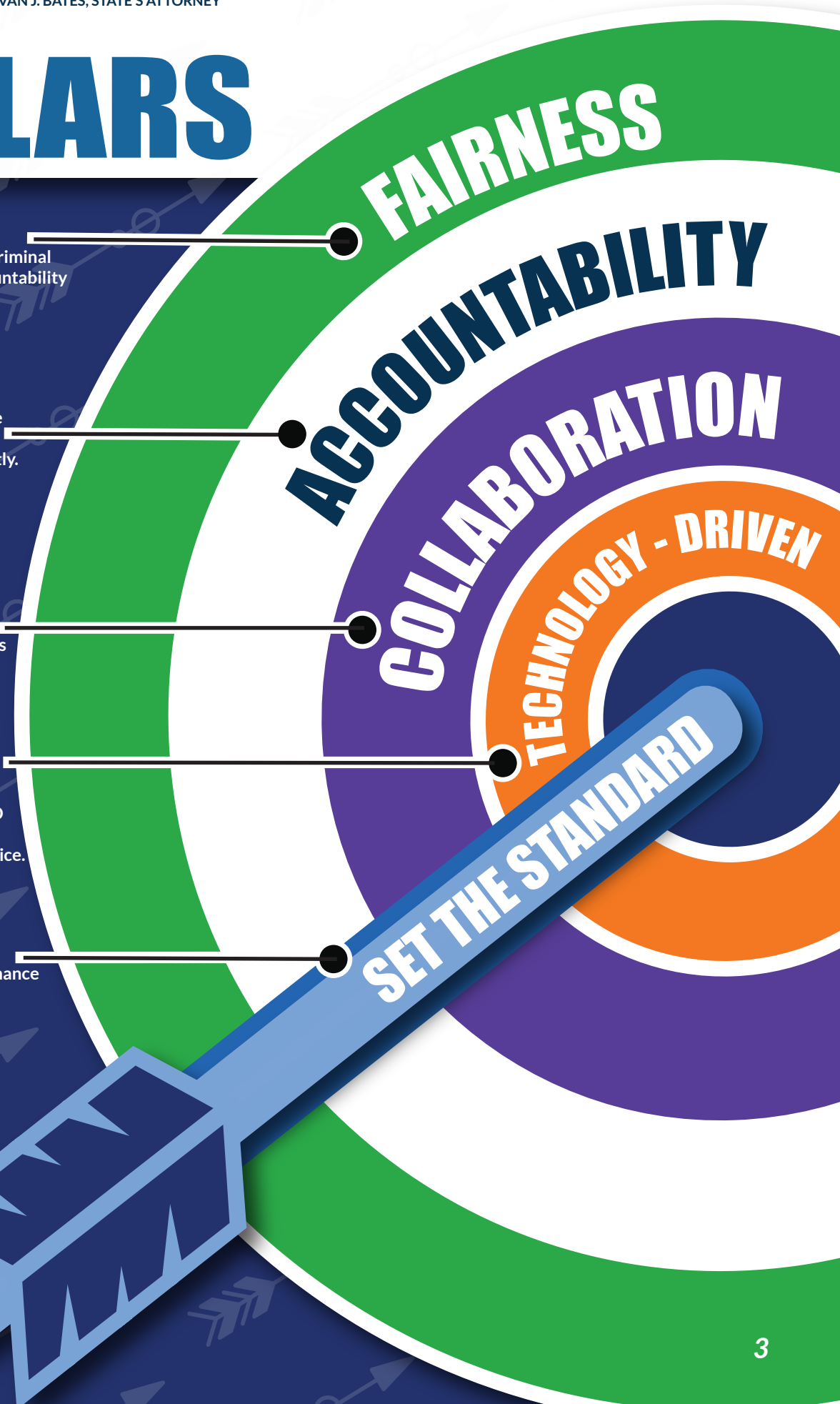
F **FAIRNESS**
Treat victims and witnesses respectfully and ensure all criminal prosecutions promote accountability and fairness.

A **ACCOUNTABILITY**
Prosecute cases and manage investigations timely, responsibly, and transparently.

C **COLLABORATION**
Partner with essential law enforcement, business, and community stakeholders to capitalize on effective crime reduction strategies.

T **TECHNOLOGY - DRIVEN**
Implement modern technology and business processes that equip BCSAO employees with the tools necessary to administer justice.

S **SET THE STANDARD**
Establish best practices that enhance the office's performance and maximize efficiency.



THE EXECUTIVE TEAM



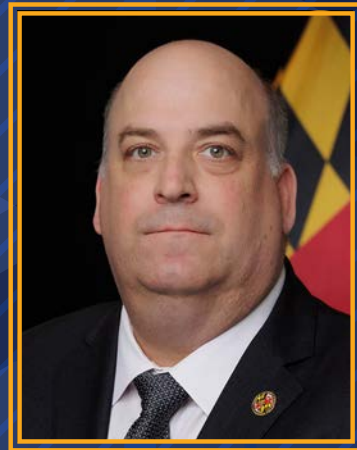
IVAN J. BATES
BALTIMORE CITY STATE'S ATTORNEY



ANGELA G. GALEANO
CHIEF OF STAFF &
DEPUTY STATE'S ATTORNEY



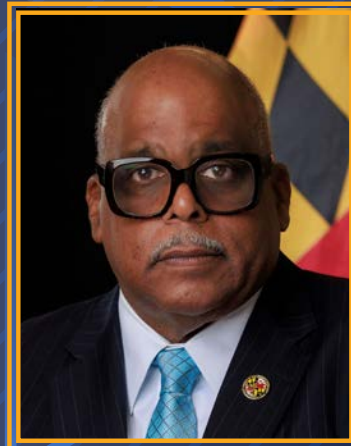
CATHERINE FLYNN
DEPUTY STATE'S ATTORNEY



THOMAS M. DONNELLY
DEPUTY STATE'S ATTORNEY



GREGG SOLOMON-LUCAS
DEPUTY STATE'S ATTORNEY



STEWART D. BECKHAM
CHIEF OF FINANCE &
HUMAN RESOURCES

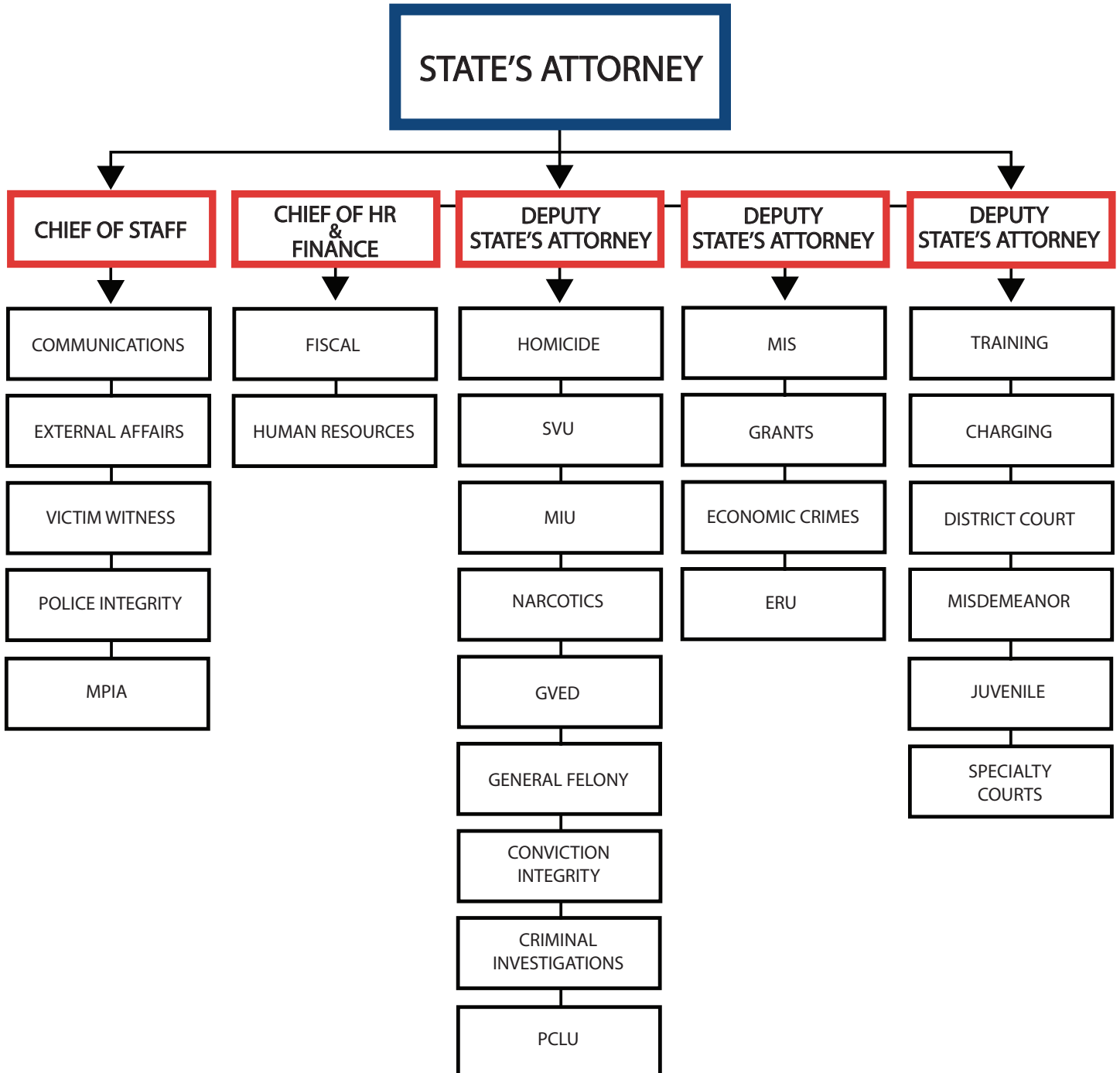


JAMES E. BENTLEY II
CHIEF OF COMMUNICATIONS

ORGANIZATIONAL STRUCTURE



ORGANIZATIONAL STRUCTURE





FAIRNESS

Treat victims and witnesses respectfully and ensure all criminal prosecutions promote accountability and fairness.



The Baltimore City State's Attorney's Office strives to ensure that all participants in the criminal justice system are treated fairly at all stages of criminal proceedings. The goals of the fairness pillar ensure all decisions made by the BCSAO are grounded in fairness and improve the office's ability to build trust within the community.

The BCSAO's commitment to fairness must be seen and felt in our community. In particular, victims and witnesses are unforeseen and reluctant participants in the criminal justice system. This dynamic erodes community trust. The BCSAO's goal is to overhaul internal systems to serve victims and witnesses better and ensure that these members of our community are treated with respect and dignity.

- **Develop and implement a victim and witness satisfaction survey tool to evaluate and improve service delivery.**

Studies have shown that user satisfaction is a significant measurement that reflects an organization's overall health, particularly its effectiveness in critical areas of community engagement such as communication, compliance, and

confidence. Satisfaction surveys are, therefore, crucial for any government organization wishing to improve community relations. A data-driven approach clarifies the user's experiences and identifies pain points, thus empowering the organization to proactively make sustainable and effective changes. Seeking feedback in a criminal justice organization can also help center specific victim-centered approaches and ensure that victims and witnesses are treated with empathy and respect throughout legal processes.



FAIRNESS

The BCSAO does not have a standard procedure to collect feedback from victims and witnesses. Feedback information is either gathered through multiple disjointed channels or not at all, making it challenging to assess the effectiveness of our current processes or improve them.

Establishing a formal BCSAO victim and witness satisfaction survey will ensure that the office is responsive and proactive in meeting victims' and witnesses' evolving needs and expectations.



The implementation of a formalized paper and online survey process in multiple languages would enhance the BCSAO's ability to:

1. Formally survey all victims and witnesses regardless of case outcome;
2. Gather qualitative and quantitative data to make data-informed victim and witness policy and process changes continuously;
3. Actively monitor the BCSAO's victim and witness workforce to reward or retrain employees who routinely exceed or fall below the office's accepted service delivery standards;
4. Gauge the effectiveness of new or long-standing victim and witness resources, policies, and procedures.

• Work with law enforcement and community partners to develop additional prosecution diversion programs.

Over the last several decades, the City of Baltimore has utilized diversion programs to keep people out of the criminal legal system. Adults and juveniles who qualify are offered counseling, education, community service, or treatment for substance abuse or mental health issues instead of incarceration.

Research has shown that diversion programs not only address the root causes of criminality and community instability— joblessness, lack of educational resources, and unmet mental health needs—but also provide cost-efficient ways to improve community safety in the long term. For instance, NIJ's 2018 Evaluation of Prosecutor-Led Diversion Programs found that diversion programs significantly reduced the probability of a conviction, jail sentence, and future re-arrest while yielding sizable savings in costs and resources.

Collaborating with law enforcement and community partners to develop additional evidence-based prosecution diversion programs is crucial to BCSAO's efforts to build a more effective and holistic approach to addressing crime.



FAIRNESS



PRETRIAL DIVERSION PROGRAM: A criminal diversion program is an alternative to traditional prosecution that aims to rehabilitate low-level criminal offenders rather than imposing conventional legal penalties such as incarceration. These programs, which are only offered to offenders who qualify, allow participants to receive substance abuse, mental health, and anger counseling and vocational or educational services to address the underlying issues that may have contributed to their criminal behavior. Successful program completion may result in reduced charges, dismissal, or avoidance of a criminal record.

VETERAN'S TREATMENT COURT (VTC):

Offers treatment to those who served in the United States Military and were charged with a misdemeanor crime.



ADULT RECOVERY COURT (ARC):

Offers treatment for those who show indications of a serious and chronic substance use disorder and were charged with a misdemeanor crime.



MENTAL HEALTH COURT (MHC):

Offers treatment for those who show indications of a serious and chronic mental health disorder and were charged with a misdemeanor crime.



CITATION DOCKET:

Offers community service with wraparound services for those defendants who were charged with quality-of-life offenses.



B-360 DIVERSION:

Offers diversion for those defendants who were charged with dirt bike violations.





FAIRNESS

- **Redesign and modernize the BCSAO's victim and witness waiting facilities.**

Sometimes, one of the most traumatic aspects of a trial for victims and witnesses is the number of criminal proceeding appearances required. To improve the experience, a well-designed victim and witness waiting room can provide a supportive and comfortable environment that reduces stress and promotes a sense of ease during this process - particularly crucial for individuals who may already be dealing with heightened emotions.

Additionally, a comfortable victim and witness waiting room demonstrates a prosecutor's office's acknowledgment of the emotional challenges these individuals may be facing, and reflects a commitment to empathy, dignity, and respect.

The BCSAO prioritizes the safety of victims and witnesses, from the commission of a crime to the verdict and beyond. Providing an adequate space for them while engaging with the criminal justice system is imperative.

Currently, the design of BCSAO's waiting area does not meet the standards set by State's Attorney Bates for several reasons, which include but are not limited to:

1. The location and setup may, at times, unintentionally permit all parties of a criminal proceeding, including victims, witnesses, police, and defense witnesses, to congregate in the same public area.
2. Separate facilities for victims and witnesses to meet with prosecutors during a trial or court proceeding are unavailable.
3. The safety and protection of victims and witnesses, from the commission of a crime to the verdict, is a top priority of the BCSAO. Therefore, providing an adequate space for them while engaging the criminal justice system is imperative.

- **Update existing and create new brochures on the BCSAO's victim, witness, and diversion programs.**

Although we live in a technology-driven world, the BCSAO still relies heavily on paper brochures to convey crucial information, as outdated information can cause confusion and dissatisfaction. The victim, witness, and diversion program brochures also must be substantively updated to incorporate new laws, policies, and program developments.

Staff will thoroughly review all brochures for BCSAO victims, witnesses, and the diversion program. When staff identifies appropriate changes, additional brochures will be created. In addition, all of the victim, witness, and diversion program brochures will be translated into the most common languages spoken in Baltimore City, converted into a digital format, and posted on the BCSAO website, which is not done currently.



ACCOUNTABILITY

Prosecute cases and manage investigations timely, responsibly, and transparently.



Accountability encompasses the BCSAO's overall responsibility to the community it serves. To meet the objectives under this pillar, the BCSAO must execute all agency actions with transparency and integrity, increase ethical productivity, and maximize just outcomes. Internally, the BCSAO shall maintain high efficiency and effectiveness standards while always ensuring a culture of integrity and fairness. Externally, the BCSAO will hold individuals who choose to commit crimes fully accountable for their actions. The BCSAO is committed to accountability to build community trust and promote public safety.

- **Develop division-level strategic plans**

Adopting an office-wide strategic plan reflects a forward-thinking commitment to establishing a cohesive and goal-oriented framework for the entire office. As diverse responsibilities and challenges exist across different divisions within the BCSAO, each division must carve out its own strategic path consistent with the office's overarching goals and philosophies.

Division chiefs can precisely address department challenges and optimize available resources by formulating divisional strategies, including prosecution and staffing goals that align with the BCSAO's five-pillar framework. Strategic autonomy enhances the adaptability of each division chief and fosters a sense of ownership and empowerment among team members. Empowering team members increases motivation and commitment, enabling a more engaged and efficient workforce.

Creating departmental strategies strengthens the organization's overall performance and adaptability. By engaging leadership and team members with this dual-strategy approach, the BCSAO strives to achieve specific workforce and prosecutorial objectives and cultivate a culture of proactiveness, collaboration, and continual improvement across the office.



ACCOUNTABILITY



- **Improve the public-facing prosecution dashboard.**

Improving the BCSAO's current prosecution dashboard will enhance transparency and accountability in the office. By providing the public with legally disclosable office and prosecutorial data, the dashboard promotes trust and confidence among the public.



Furthermore, an enhanced and user-friendly dashboard will create a better-informed citizenry, thus encouraging meaningful discussions about the legal process, potential reforms, and the overall functioning of the City of Baltimore's criminal justice system. A robust BCSAO dashboard also allows residents, advocacy groups, journalists, and others to monitor performance over time at their convenience.



Finally, an improved prosecution dashboard will aid the BCSAO internally by empowering leadership and staff to track prosecutorial, staffing, and crime patterns. This innovation will enable the State's Attorney and other office members to uncover systemic issues requiring real-time attention.



COLLABORATION

Partner with essential law enforcement, business, and community stakeholders to capitalize on effective crime reduction strategies.



Individuals who choose to commit crimes do not adhere to jurisdictional or organizational boundaries. The impact of the crimes that those individuals commit seeps across regions. The BCSAO can only reduce these crime trends through collaborative partnerships. Since the beginning of 2023, The BCSAO has taken pivotal steps, demonstrating our understanding that partnerships with law enforcement, business, and community stakeholders are the key to implementing any crime reduction strategy. Developing and maintaining close relationships among stakeholders by keeping open lines of communication builds community trust, promotes public safety, and drives down crime overall.

- **Develop and launch an annual anonymous satisfaction survey administered to law enforcement agencies and criminal justice partners that routinely interact with the BCSAO.**

An agency satisfaction survey is crucial for any organization aspiring to maintain positive relationships with its partners. Such surveys also provide a structured means to gather feedback, allowing organizations to identify areas of excellence and those that require improvement.

Moreover, a commitment to soliciting feedback demonstrates an agency's dedication to continuous improvement and accountability and fosters a culture of transparency, respect, responsiveness, and professional excellence.

THE BCSAO WILL DEVELOP AN ANNUAL ANONYMOUS PARTNER SURVEY TO ACCOMPLISH THE FOLLOWING GOALS:

- 1. Process Improvement: Gain insight into weaknesses in the BCSAO's policies and procedures, enabling better resource allocation and partner communication.**
- 2. Areas of Excellence: Recognize areas where the BCSAO excels - successful methodologies will be reinforced, expanded, and emulated wherever possible and appropriate.**
- 3. Strategic Planning: Identifying previously unrecognized collaboration and communication opportunities that align with partner business and communication expectations.**
- 4. Collaborate with various criminal justice partners to explore the creation of a regional prosecution coordination council.**



COLLABORATION



- **Collaborate with various criminal justice partners to explore the creation of a regional prosecution coordination council.**

Regional crime data over the last several decades shows that violent and drug-related criminal activity is often not limited to the City of Baltimore, and although law enforcement officials must adhere to jurisdictional borders and laws, criminals do not have the same restrictions. Indeed, criminals may intentionally move between neighboring counties to avoid police detection.

Although other criminal justice and prosecution councils exist within the state, the BCSAO will explore whether a regional prosecution-focused council will enhance collaboration and efficiency among the area's prosecutorial bodies. It is anticipated that such a council could provide a forum to address specific cross-jurisdictional prosecutorial issues and a platform to strategize on cross-jurisdictional resource allocation and funding.

- **Re-establish the BCSAO's community engagement program.**

One of the best ways for criminal justice employees to gain a community's trust is to attend regular community meetings and actively participate in local events. Over the last several years, however, this practice has not been widely adopted by BCSAO employees except for the State's Attorney and community liaisons.

Re-establishing the BCSAO's Assistant State's Attorney's (ASA) Community Engagement Program is a pivotal initiative that could foster a stronger connection between ASAs and their communities and help prosecutors gain valuable insights into specific communities' unique challenges and concerns.

Participation in community walks will allow the ASAs to interact with community leaders and members, breaking down barriers and promoting a collaborative approach to justice. Attending community meetings with the BCSAO's community liaisons will enforce the BCSAO's commitments to accessibility, responsiveness, and connection with the communities it serves.

The re-established community engagement program will ultimately build a more inclusive and community-oriented legal system.



COLLABORATION

- **Collaborate with law enforcement and community partners to draft and pursue new legislation that enhances penalties and holds individuals convicted of violent or firearms offenses accountable.**

Existing criminal laws must be continuously reviewed to ensure fairness and justice in the criminal legal system and provide adequate public safety. When necessary, new laws must be passed by the legislature and enacted. Revisiting legal procedures for investigating, prosecuting, and adjudicating criminal cases goes hand in hand with the BCSAO's objectives to improve its internal processes.

Historically, the BCSAO has been instrumental in drafting and lobbying for statewide violence and firearms legislation. Because the City of Baltimore continues to suffer from high homicide and non-fatal shooting rates, the BCSAO will continue to partner with other law enforcement offices, legislators, and community leaders to pursue legislation to reduce this trend.

PURSUING LEGISLATION THAT ENHANCES PENALTIES FOR VIOLENT OR FIREARMS OFFENSES AND HOLDS INDIVIDUALS ACCOUNTABLE SERVES SEVERAL IMPORTANT PURPOSES:

- 1.) **Deterrence:** Stricter penalties can deter individuals from engaging in violent or firearm-related criminal activities due to the increased consequences they may face.
- 2.) **Public Safety:** Enhancing penalties helps protect the community by keeping individuals who pose a threat due to violent or firearm offenses off the streets for extended periods. This enhancement contributes to overall public safety.
- 3.) **Justice and Accountability:** Legislation that holds individuals accountable ensures that those who commit serious offenses face appropriate consequences for their actions.
- 4.) **Community Confidence:** Tougher penalties can enhance public confidence in the criminal justice system. When individuals see that serious offenses are treated seriously, it fosters trust in the legal system's ability to address and deter crime.
- 5.) **Prevention of Recidivism:** Lengthier sentences can provide an opportunity for rehabilitation and reduce the likelihood of repeat offenses. It allows time for individuals to undergo programs to address the root causes of their criminal behavior.



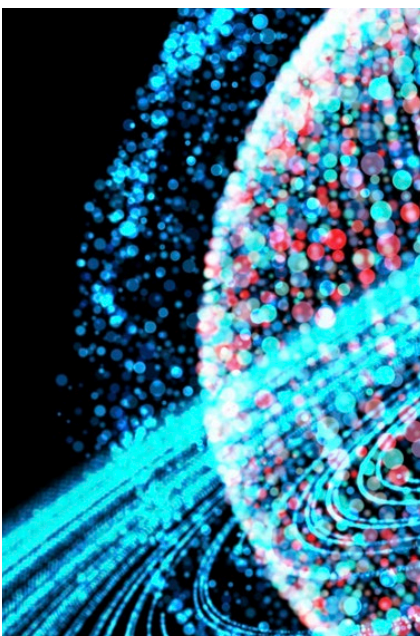
TECHNOLOGY-DRIVEN

Implement modern technology and business processes that equip BCSAO employees with the tools necessary to administer justice.



Staying current with the latest technological advancements promotes improved agency efficiency. Like private industry, where consumers have high service expectations, the BCSAO must utilize the latest technology to improve how evidence is presented in court, records are maintained, and information is accessed and shared. In addition, the coronavirus pandemic drastically accelerated the existence of modern technology platforms throughout the criminal justice system. To meet this new mandate, the BCSAO must remain technologically current to optimize its ability to provide efficient and effective service.

- **Develop and implement an office-wide training curriculum to train new and existing BCSAO employees on the standard software and equipment the BCSAO regularly utilizes.**



Precision and accuracy are paramount to ensuring fair and equitable justice in the criminal justice industry. Basic tasks such as case management, document preparation, and legal research can become time-consuming and prone to errors without proficiency in computer equipment and software such as Microsoft Word and PowerPoint. In addition, a prosecutor's inability to use modern presentation and simulation software restricts their ability to articulate evidence clearly. With proficiency in these tools, they may be able to convey complex information or legal concepts to the judge and jury.

To address these challenges, the BCSAO will develop a robust software and equipment proficiency training program to ensure that all employees, regardless of their title, are proficient and can effectively leverage the available equipment and software to the office.



TECHNOLOGY-DRIVEN



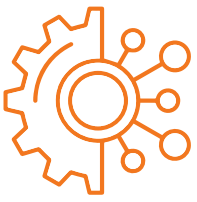
To address these challenges, the BCSAO will develop robust software and equipment proficiency training programs to ensure that all employees, regardless of their title, are proficient and can effectively leverage the available equipment and software in the office.



BY IMPLEMENTING AN OFFICEWIDE SOFTWARE AND EQUIPMENT TRAINING CURRICULUM, THE BCSAO EXPECTS TO REACH THE FOLLOWING GOALS:

- **ALL BCSAO EMPLOYEES WILL HAVE A STANDARDIZED SKILL SET.**
- **THE BCSAO WILL HAVE A CULTURE OF CONTINUOUS LEARNING, ALLOWING EMPLOYEES TO STAY UPDATED ON THE LATEST FEATURES AND UPDATES OF THE SOFTWARE AND EQUIPMENT THEY USE.**
- **NEW AND PROMOTED EMPLOYEES WILL HAVE A REDUCED TECHNOLOGY LEARNING CURVE, WHICH WILL ENABLE THEM TO INTEGRATE INTO THE WORKFORCE MORE QUICKLY.**

Overall, a robust software and equipment training curriculum for all BCSAO employees is an investment in proficiency and will ultimately contribute to the efficiency and success of the office.



TECHNOLOGY-DRIVEN

- **Redesign the BCSAO's website to improve user experience and better communicate the office's mission, vision, programs, and resources.**

A well-designed criminal justice website is essential for promoting transparency, enhancing communication, and building trust with the community. It can also play a key role in shaping the public's perception of the criminal justice system.

Redesigning the BCSAO's website is vital to enhancing the user experience and effectively communicating the office's mission, vision, programs, and resources, which are not easily identifiable on the current site.

A redesigned site will incorporate modern design principles, user-friendly interfaces, and intuitive navigation, creating a visually appealing and informative website. Additionally, optimizing the site for accessibility ensures that a diverse audience can engage with the content seamlessly. Reinforcing the BCSAO's commitment to inclusivity and practical communication is critical to achieving all other objectives in the digital age.

- **Increase the number of BCSAO's electronic first policies and develop standard office-wide electronic filing management and retention processes.**

Although the BCSAO has made tremendous advancements over the last several years to implement more electronic-first policies and workflows, some tasks, especially those connected to court proceedings, are still done manually and on paper. However, due to the existence of the BCSAO's current hybrid work policy and the upcoming rollout of the Maryland Electronic Courts (MDEC) platform, a statewide case management system, it is imperative that additional electronic first policies are created and enforced.

Not having a sustainable electronic-first policy exposes the BCSAO to risks related to efficiency, costs, accessibility, and security. Adopting modern electronic document management practices is essential for staying compliant, efficient, and secure in today's digital age.

- **Modernize outdated and insufficient equipment and software.**

The use of outdated equipment compromises the BCSAO's effectiveness in the courtroom and the overall functioning of the office. Outdated technology not only hampers productivity, leading to inefficiencies and increased downtime but can also decrease staff morale. Older equipment can also hinder prosecutors' collaboration with other law enforcement offices operating on modern platforms.

Over the next three years, the BCSAO will continue investing and seeking additional funding to replace outdated equipment such as phones and computers. The BCSAO will also deploy cutting-edge and innovative technology to ensure prosecutors and administrative staff have the necessary tools to perform their duties effectively, securely, and in line with modern technology standards.



THE RISKS OF NOT HAVING AN ELECTRONIC-FIRST POLICY IN AN ORGANIZATION ARE MULTIFACETED AND CAN SIGNIFICANTLY IMPACT VARIOUS ASPECTS OF THE BCSAO'S OPERATIONS. INCLUDING BUT LIMITED TO:

- 1.) **Reduced Efficiency:** Manual and paper-based processes can lead to slower and less efficient workflows.
- 2.) **Increased Costs:** Physical document processes involve printing, storage, and manual handling expenses.
- 3.) **Limited Accessibility:** Traditional paper-based systems hinder easy access to information, especially for remote employees.
- 4.) **Data Security Vulnerabilities:** Paper documents lack the security features of electronic systems.



SET THE STANDARD

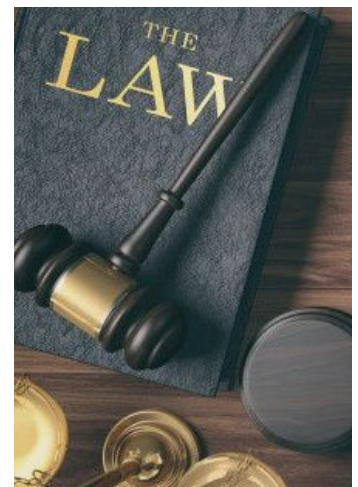
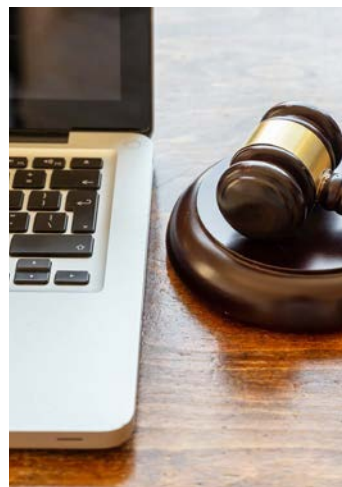
Establish best practices to enhance the office's performance and maximize efficiency.

As the largest prosecutorial agency in the state, the BCSAO can set the standard for hiring adept, highly skilled prosecutors and administrative staff. Continual staff skill development can only improve the BCSAO's overall performance. Victims and witnesses also rely upon the BCSAO to demonstrate a high level of expertise in moving their cases through a complex and lengthy criminal justice system. Therefore, the BCSAO must maintain efficient and effective recruitment, training, promotion, and performance standards and measures.

- **Develop a district and circuit court trial advocacy curriculum that supports professional development and fosters a high-performance culture.**

Seasoned trial attorneys have compared going into the courtroom for trial to walking a tightrope without a net. However, all tightrope walkers spend significant time training.

By training prosecutors at all career levels, the trial advocacy training curriculum will ensure a common foundation of knowledge and skills across the BCSAO, establish a consistently high standard of practice for prosecutors of all experience levels, and ensure that prosecutors stay abreast of the latest legal and ethical trends, investigative technologies, case law, and procedural standards.





SET THE STANDARD



Training for newer prosecutors will instill basic courtroom skills and confidence during all phases of criminal proceedings. Continued training for intermediate-level prosecutors builds on basic skills and prepares them for more difficult courtroom challenges. Finally, specialized training equips senior prosecutors with advanced trial advocacy skills, strategic thinking, and a deeper understanding of complex legal issues. In-house training will allow the BCSAO to utilize the knowledge and skills of the most experienced prosecutors to improve the collective knowledge and skills of the office.

Studies have shown that continuing professional education is most effective when it goes beyond a traditional lecture model to incorporate interactive and participative elements. A trial advocacy

curriculum designed to cultivate resilience, teamwork, and adaptability will equip BCSAO prosecutors with an enhanced ability to perform at their peak and ensure fair and equal justice is delivered during all criminal cases handled. Studies have also shown that accommodating the practical needs of busy professionals by, for example, conducting training online does not reduce the efficacy of the training. When offering continuing legal education, the BCSAO will work to maximize attendance flexibility and adaptability to individual learning styles.

- **Align the BCSAO's organizational structure and workforce culture to national prosecutorial best practice standards.**

Aligning the BCSAO's organizational structure and workforce culture with prosecutorial best practice standards is fundamental to fostering a dynamic and effective criminal justice environment. A well-designed organizational structure should reflect the principles of fairness and ensure that roles and responsibilities are clearly defined and respected.

By adhering to national prosecutorial best practices, the BCSAO will encourage efficient, effective, and ethical prosecutorial decisions, allocate resources judiciously, and optimize internal and external collaboration.

In addition, implementing a workforce staffing plan aligned with national standards will help the BCSAO avoid understaffing challenges and build a culture that values diversity, inclusivity, and a commitment to upholding the highest criminal justice and legal standards.

The BCSAO's current organizational and workforce approach promotes its long-term health and functionality and positions it as a model institution committed to excellence in all prosecutorial and criminal justice endeavors.



SET THE STANDARD



- **Develop a comprehensive recruiting, hiring, onboarding, promotion, and retention program for administrative and legal staff.**

Recruiting, hiring, and retaining talented people are the keys to maintaining a high-performing, high-morale, and highly productive organization. However, prosecutorial offices across the U.S. need help recruiting and retaining staff, with some experiencing vacancies of up to 16% and a shortage of applicants for open positions.

To compound the issue, across all industries, the pace of employee turnover is forecasted to be 50–75% higher than organizations have experienced previously, and it's taking 18% longer to fill roles than before the pandemic. These trends have impacted the BCSAO over the last several years.

In 2023, the BCSAO developed its first robust onboarding program to help all incoming employees feel supported, informed, and connected to the office, contributing to their long-term job performance and satisfaction. Adding additional administrative and legal staff programs will reduce turnover, increase morale, and enhance the BCSAO's performance.

Recruiting, hiring, onboarding, promotion, and retention programs will leverage cutting-edge technologies incorporating comprehensive training modules, mentorship programs, and immersive experiences to empower a skilled and motivated workforce to contribute to the overall success of the BCSAO actively.

- **Establish uniform performance measures and conduct regular evaluations of all BCSAO employees.**

Historically, the BCSAO has not consistently conducted regular and standardized performance evaluations. Failure to track employee performance has hindered the office's ability to provide administrative and legal employees with timely and constructive feedback, proactively manage and coach staff, and monitor the overall effectiveness of the office. Moreover, the link between individual performance and organizational success has blurred without regular evaluations. Therefore, employees do not always fully understand how their contributions align with the organization's goals, resulting in a lack of motivation and engagement among some staff members.

Conducting regular and consistent evaluations of BCSAO employees will promote accountability, enhance productivity, and foster a culture of continuous improvement. Clear and consistent performance metrics will help the BCSAO set transparent employee expectations and align individual goals with broader organizational objectives.

This proactive approach also lays the foundation for a more robust and effective performance management system and promotes a workplace where every team member can thrive and grow professionally.



SET THE STANDARD

- **Develop a robust metrics program allowing the BCSAO to collect, monitor, and analyze real-time prosecution and performance data.**

The City of Baltimore has a long history of collecting and utilizing data to identify opportunities for improvement and make data-informed decisions. While some of these practices have existed at BCSAO, the office can continually improve.

Developing a formalized robust metrics program, similar to the city's CitiStat program, will enhance the BCSAO's ability to track and report on key performance indicators, evaluate case progression, and measure the overall effectiveness and success of the office. Real-time data collection ensures the office remains responsive to evolving circumstances, allowing for quick strategies and resource allocation adjustments. Analyzing real-time performance metrics provides valuable insights into the prosecution teams' strengths and areas for improvement. The BCSAO will use this metrics program to reach beyond traditional measures of prosecutorial success in favor of a more nuanced and far-reaching vision of what justice entails.

This data-driven approach elevates individual and organizational decision-making and bolsters transparency and accountability, ultimately enhancing the public's trust in the BCSAO and the criminal justice system.





OUR GOALS

FAIRNESS

- DEVELOP AND IMPLEMENT A VICTIM AND WITNESS SATISFACTION SURVEY TOOL TO EVALUATE AND IMPROVE SERVICE DELIVERY.
- WORK WITH LAW ENFORCEMENT AND COMMUNITY PARTNERS TO DEVELOP ADDITIONAL PROSECUTION DIVERSION PROGRAMS.
- REDESIGN AND MODERNIZE THE BCSAO'S VICTIM AND WITNESS WAITING FACILITIES.
- UPDATE EXISTING AND CREATE NEW BROCHURES ON THE OFFICE'S VICTIM, WITNESS, AND DIVERSION PROGRAMS.

ACCOUNTABILITY

- DEVELOP DIVISION-LEVEL STRATEGIC PLANS.
- IMPROVE THE BCSAO'S PUBLIC-FACING PROSECUTION DASHBOARD.

COLLABORATION

- DEVELOP AND LAUNCH AN ANNUAL ANONYMOUS SATISFACTION SURVEY ADMINISTERED TO LAW ENFORCEMENT AGENCIES AND CRIMINAL JUSTICE PARTNERS THAT ROUTINELY INTERACT WITH THE OFFICE.
- COLLABORATE WITH VARIOUS CRIMINAL JUSTICE PARTNERS TO EXPLORE THE CREATION OF A REGIONAL PROSECUTION COORDINATION COUNCIL.
- RE-ESTABLISH THE BCSAO'S COMMUNITY ENGAGEMENT PROGRAM.
- COLLABORATE WITH LAW ENFORCEMENT AND COMMUNITY PARTNERS TO DRAFT AND PURSUE NEW LEGISLATION THAT ENHANCES PENALTIES AND HOLDS INDIVIDUALS CONVICTED OF VIOLENT OR FIREARMS OFFENSES ACCOUNTABLE.

TECHNOLOGY

- DEVELOP AND IMPLEMENT AN OFFICEWIDE TRAINING CURRICULUM THAT TRAINS NEW AND EXISTING BCSAO EMPLOYEES ON THE STANDARD SOFTWARE AND EQUIPMENT THE OFFICE REGULARLY UTILIZES.
- REDESIGN THE OFFICE'S WEBSITE TO IMPROVE USER EXPERIENCE AND BETTER COMMUNICATE THE OFFICE'S MISSION, VISION, PROGRAMS AND RESOURCES.
- INCREASE THE NUMBER OF BCSAO'S ELECTRONIC FIRST PAPER POLICIES AND DEVELOP STANDARD OFFICE-WIDE ELECTRONIC FILING MANAGEMENT AND RETENTION PROCESSES.
- MODERNIZE OUTDATED AND INSUFFICIENT EQUIPMENT AND SOFTWARE.

SET THE STANDARD

- DEVELOP A DISTRICT AND CIRCUIT COURT TRIAL ADVOCACY CURRICULUM THAT SUPPORTS PROFESSIONAL DEVELOPMENT AND FOSTERS A HIGH-PERFORMANCE CULTURE.
- ALIGN THE BCSSAOS ORGANIZATIONAL STRUCTURE AND WORKFORCE CULTURE TO NATIONAL PROSECUTORIAL BEST PRACTICE STANDARDS.
- DEVELOP A COMPREHENSIVE RECRUITING, HIRING, ONBOARDING, PROMOTION, AND RETENTION PROGRAM FOR ADMINISTRATIVE AND LEGAL STAFF.
- ESTABLISH UNIFORM PERFORMANCE MEASURES AND CONDUCT REGULAR EVALUATIONS OF ALL BCSAO EMPLOYEES.
- DEVELOP A ROBUST METRICS PROGRAM THAT WILL ALLOW THE BCSAO TO COLLECT, MONITOR, AND ANALYZE REAL-TIME PROSECUTION AND PERFORMANCE DATA.



CALL TO ACTION

BUILDING A SAFER, STRONGER COMMUNITY TOGETHER

THE JOURNEY TOWARD A SAFER COMMUNITY IS A SHARED RESPONSIBILITY.

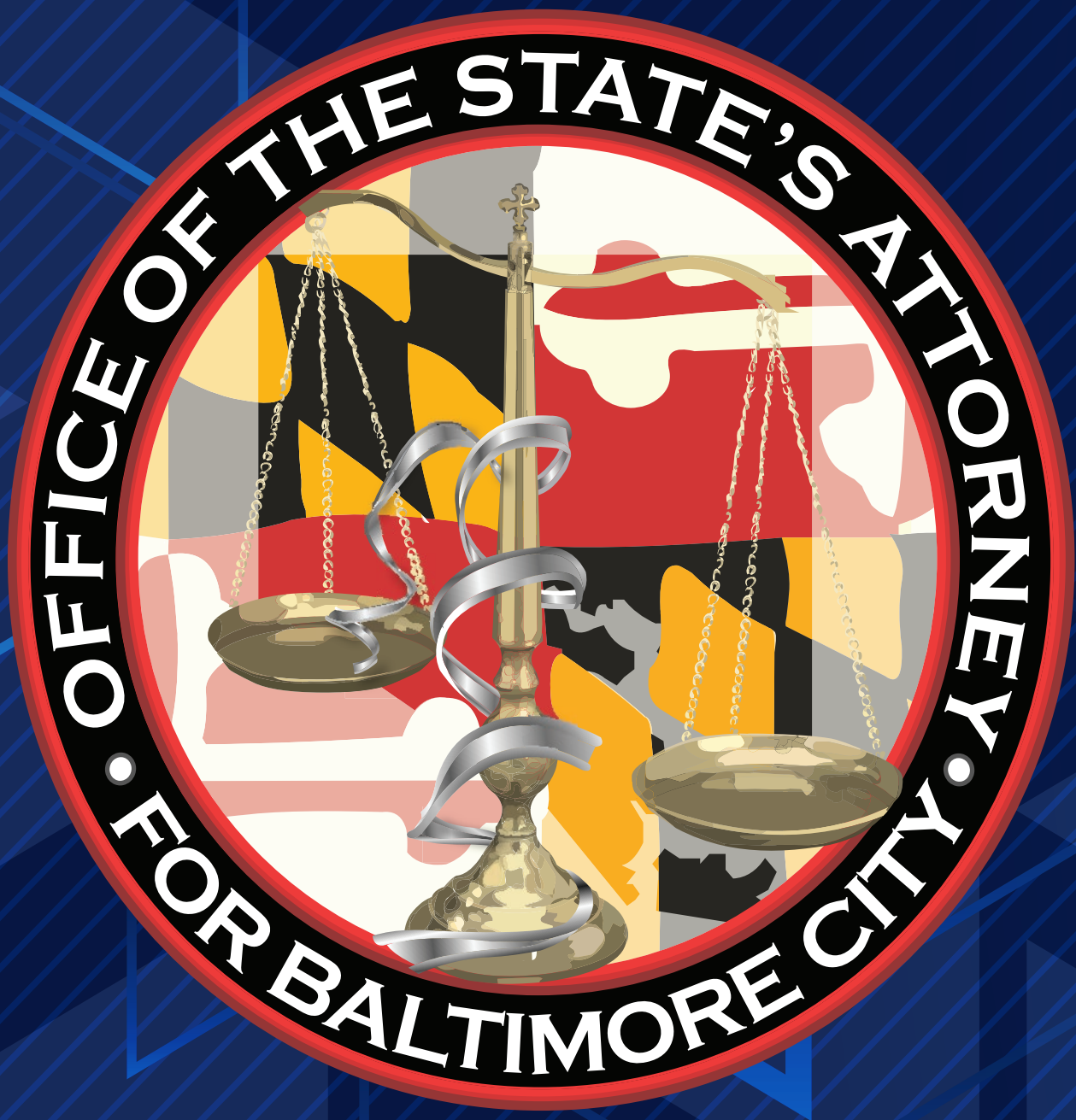
As the BCSAO embarks on the journey to implement the 2024-2026 strategic plan, your active participation is instrumental. Below outlines how you can be a driving force for positive change:

- 1. Community Input:** Attend community forums, share your experiences, and provide input on how the BCSAO can better serve your community.
- 2. Spread Awareness:** Share the goals and initiatives outlined in the strategic plan within your network, as a more informed community yields a more significant collective impact.
- 3. Engage with Outreach Programs:** Get involved in community outreach programs initiated by the BCSAO. Your support can make a significant difference in fostering a safer environment.
- 4. Report Concerns:** If you observe any concerns or issues related to the BCSAO, do not hesitate to report them. Your vigilance contributes to the overall safety of your community.

Let's shape a future where justice prevails and our community thrives. Your commitment is the vital key to building a safer and stronger community.

Please send any comments or feedback about the 2024-2026 BCSAO strategy to:
comments@stattdorney.org
or call 410-984-6000







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**OFFICE OF THE STATE'S ATTORNEY
FOR BALTIMORE CITY**

**120 E. BALTIMORE ST., 9TH FLOOR
BALTIMORE, MD 21202
443.984.6000**

**MAIL@STATTORNEY.ORG
WWW.STATTORNEY.ORG**