

STRATEGIC PLAN 2023

OFFICE OF THE STATE ATTORNEY
Ginger Bowden Madden

First Judicial Circuit of Florida
Serving Escambia, Santa Rosa, Okaloosa and
Walton Counties

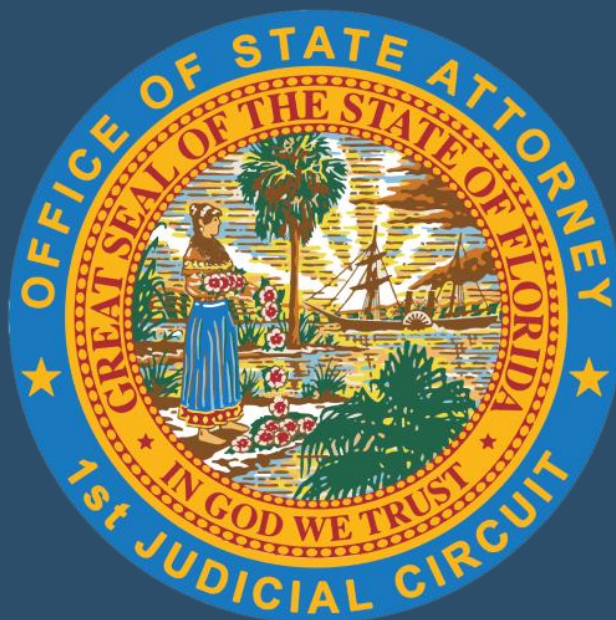


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MISSION & VISION

Our Mission: Our mission is to maintain public safety and defend victims by enforcing the law with respect for all individuals' rights.

Our Vision: United in a spirit of teamwork with law enforcement and community partners, we are committed to treating all parties in the criminal justice system with dignity and respect, while pursuing public safety through fair and impartial punishment and accountability for those guilty of crimes.

FROM THE DESK OF STATE ATTORNEY GINGER BOWDEN MADDEN



I was fortunate enough to start my professional journey as an Assistant State Attorney in this very office 29 years ago. Working as a criminal prosecutor and pursuing justice for crime victims within our community has been an incredibly fulfilling experience.

Now, as the State Attorney, I have the privilege of leading this office that I hold so close to my heart and guiding our staff in their quest for justice.

I understand how essential it is for me to establish a well-defined mission and vision to steer our team toward the future. Thus, I am thrilled to introduce our office's inaugural Strategic Plan.

In early October 2022, we formed a comprehensive committee to spearhead the creation of a new mission, vision, and the necessary priorities to achieve our objectives. This plan is fueled by our unwavering commitment to serve our community's citizens, an ambition to boost public safety, a drive to increase efficiency through technological advancements, and the aim to fortify communication within our organization and with our partners.

We've developed our comprehensive strategy after meticulously carrying out an extensive employee survey across the board, examining the findings, and engaging in insightful conversations. As we contemplated our efforts and the people we serve, our aspirations for the future came into sharp focus. We are excited to present this plan as a guide to achieving our objectives over the next three years.

MISSION STATEMENT:

Our mission is to maintain public safety and defend victims by enforcing the law with respect for all individuals' rights.

VISION:

United in a spirit of teamwork with law enforcement agencies and community partners, we at the State Attorney's Office of the First Judicial Circuit, are committed to treating all parties in the criminal justice system with dignity and respect, while pursuing fair and impartial punishment and accountability for those guilty of crimes.

FOCUS AREAS:

- Protect the Citizens of Escambia, Santa Rosa, Okaloosa, and Walton Counties
- Strengthen Victim Advocacy and Transparency in the Community
- Promote and Reinforce a Professional Office Culture
- Leverage the Use of Technology
- Enrich Training and Professional Development

The creation and execution of this thoughtful strategy showcases our unwavering dedication to enhancing public safety by pursuing justice for crime victims. I firmly believe that by working in accordance with this strategic plan, our office will be able to expand on our previous achievements, while reaffirming our ongoing commitment to the community we serve and the safety of everyone in Escambia, Santa Rosa, Okaloosa, and Walton Counties. I am truly excited about what lies ahead!

STRATEGIC PLANNING PROCESS

The purpose of this strategic plan is to develop a road map forward based upon the vision of State Attorney Madden. This plan has included input from members of the office. Our work is vital for the public safety of residents and visitors to the First Judicial Circuit, and we have a duty to do accomplish our mission to the best of our abilities.

To develop this plan, our office conducted a full staff survey and dedicated a full day retreat to developing the Vision, Values, Priorities, and Action Items found in this plan. This plan is a high-level overview and does not include every task that we will accomplish as an office, nor does it address all needs at once. Instead, the nature of this plan is to be *strategic and align our priorities*.

In this plan, we focused on a limited number of actions that will have the maximum effect on our ability to reach our vision over the next three to five years. In addition to the Priorities and Action Items in this plan, we have developed a one-year Action Plan and a team dedicated to achieving real progress in each Focus Area.

It is our honor and privilege to be able to serve in the Office of State Attorney in the First Judicial Circuit, and through this plan, we will continue **our mission to maintain public safety and defend victims by enforcing the law with respect for all individuals' rights**.

VISION 2026

For the purposes of this plan, the entire staff of the First Judicial Circuit responded to the following question:

How can the office of Ginger Bowden Madden best enhance public safety within the First Judicial Circuit over the next three years?

Their responses, developed through a consensus-based process, were to:

- **Recruit and retain capable and committed staff;**
- **Offer a clear career progression for employees;**
- **Create a supportive work environment, unified behind a clear mission;**
- **Develop a comprehensive staff training program;**
- **Develop directives on case priority;**
- **Build relationships through transparent and consistent communication;**
- **Leverage technology for more efficient prosecution.**

From this vision, the team explored the strengths and weaknesses of the office and settled on five priorities for their strategic actions. These are:

- **Protect Citizens of Escambia, Santa Rosa, Okaloosa, and Walton Counties**
- **Strengthen Victim Advocacy and Transparency in the Community**
- **Leverage Technology**
- **Enrich Training and Professional Development**
- **Promote and Reinforce a Professional Office Culture**

PRIORITY 1

Protect Citizens of Escambia, Santa Rosa, Okaloosa, and Walton Counties.

1. Aggressively prosecute violent felony and drug offenses by seeking enhanced sentences.
2. Limit downward departures or pleas (lesser included offense).
3. Partner with law enforcement agencies to identify Serious Habitual Offenders.
4. Place special emphasis on the prosecution of Domestic Violence and DUI cases.

PRIORITY 2

Strengthen Victim Advocacy and Transparency in the Community.

1. Continue to focus and build strong relationships with Circuit law enforcement agencies.
2. Provide ongoing public education and engagement through establishing and implementing a social media plan, which includes increasing followership and expanding and enhancing community-facing platforms.
3. Organize community events to increase public engagement and collaboration with community partners.
4. Develop and implement Victim Satisfaction Survey and achieve increasing annual satisfaction rates.

PRIORITY 3

Leverage Technology

1. Continue to develop and implement a plan for converting paper files to digital and establish milestones to be achieved quarterly.
2. Implement an electronic forms management system to provide consistency and a more efficient document retrieval process.
3. Develop a website redesign strategy to promote agency branding, improve user experience, and better communicate our mission and values.
4. Develop and implement an internal Quality Control Program to ensure regulatory compliance, streamline processes, and help foster quality consciousness in employees.

PRIORITY 4

Enrich Training and Professional Development

1. Enhance Supervisor Training Program providing clear expectations of the role and tools to become great mentors, coaches, and ambassadors of the office.
2. Conduct a training needs assessment to ensure all attorneys and staff receive appropriate professional development opportunities.
3. Develop new attorney training curriculum and utilize seasoned prosecutors to facilitate the program for new hires.
4. Develop innovative recruiting, hiring, onboarding and retention methods through current trends and data to improve engagement and employee experience.

PRIORITY 5

Promote and Reinforce Professional Office Culture

1. Plan and implement thoughtful changes in organizational structure and process to support the effectiveness and efficiency of the agency.
2. Implement employee performance evaluation system and provide ongoing feedback to clearly define goals, career paths, and increase self-motivation.
3. Establish a Policy and Procedure employee training program to include a “train the trainer” curriculum.
4. Implement employee reward and recognition program acknowledging years of service, retirement, and performance excellence.