

Maryland State Police Strategic Plan



Today, Tomorrow, and Beyond
2017-2021

www.mdsp.maryland.gov

About the cover photo: I had the honor of first meeting Nolan in the early spring of 2014, while assigned to the Leonardtown Barrack. I responded to an alarm call in the Leonardtown area and was greeted by a bright, happy, little boy who was hopping up and down with excitement because there was a Trooper at his door. I asked him to go find his parents and, moments later, his mother, Ruth Scully, still wet from her interrupted shower, greeted me with an exasperated smile and an apology. Ruth and I spoke briefly about her husband Jon, who I knew as a local first responder, and I cleared the call. I got back in my cruiser and pulled out of their driveway. With a wave to the little boy still standing at the front door, a flash of my emergency lights and a wail of my siren, I continued my shift.

Fast forward a few years later to 2016. I had been reassigned from the Leonardtown Barrack to the Aviation Command, Trooper 6 Easton Section. I still kept in touch with friends and family in Southern Maryland and began hearing more and more about the Scully's on-going fight. I reached out to Jonathan, Nolan's father, and asked how I could help. Jonathan described Nolan's relentless spirit and his desire to be a police officer. He had recently been to Pennsylvania for treatment, where he had been made an honorary police officer. But for a little boy who had been born and raised in Southern Maryland, I knew we had to do more. WE had to make him a police officer in HIS state. One thing that has always held true for me is that "you don't forget where you come from." I came from St. Mary's County. I was field-trained and worked the road at the Leonardtown Barrack. I wouldn't forget. He wanted to be a police officer, so I was going to make him the best type, a Maryland State Trooper.

I used the connections I had made in my short four-year career to try to make Nolan's wish come true. Major Lowman, who was my Lieutenant in the Academy, helped with the requisition of Nolan's Stetson. Everyone knows, you can't be a Trooper without a Stetson. Detective Sgt. Liddick, who I had worked my first suicide/attempted homicide with, provided a license plate and several decals for Nolan's cruiser. You can't be a Trooper without a proper vehicle. My personal addition was a set of wings from my uniform. I had worn these wings while I stood with Nolan's father, Jonathan, the year before and received a Lifesaving Award. And finally, you can't be a Trooper without your diploma from the academy. Colonel Pallozzi and his staff took time from their day to make sure this little boy was made an honorary Trooper.

It wasn't enough to just mail these items to Nolan. He deserved a proper induction into the Maryland State Police. I traveled to Georgetown University Hospital in Washington D.C. on December 1st 2016, and presented all of these items to Honorary Trooper Nolan Scully. I spent my day with Nolan and his family. Nolan showed me all of the fish on the pediatric floor of the hospital and gave me a detailed tour of his room with its arsenal of nerf guns. We played soccer, even with Nolan hooked up to his "tubies"(his medication port). I cherish every moment of this special trip. It was the last time I would see this little boy, who crackled with life, alive. He reminded me to appreciate the little things.

Nolan Scully died February 4th, 2017, at the age of four, surrounded by his family and friends. He was returned to St. Mary's County and his funeral rivaled that of any fallen police officer or first responder. His viewing, which I attended, was one of the most beautiful and heart wrenching things I have ever witnessed. There was this perfect little boy, seemingly asleep in his casket with a Stetson, HIS Stetson, hanging directly above him. He was OUR Trooper.

Nolan Scully is what being a Maryland State Trooper is all about. A thirst to serve that can't be quenched. A desire to "get some action" (Nolan's favorite thing to say) and police the community. The heart to be fair to everyone, no matter who they are. And the dedication to a career, contained inside of a four-year-old little boy, that would rival that of a grown man. HE is why we do this job, and I owe that much to him. To be the Trooper that he WOULD have been.

With respect and honor to Nolan,

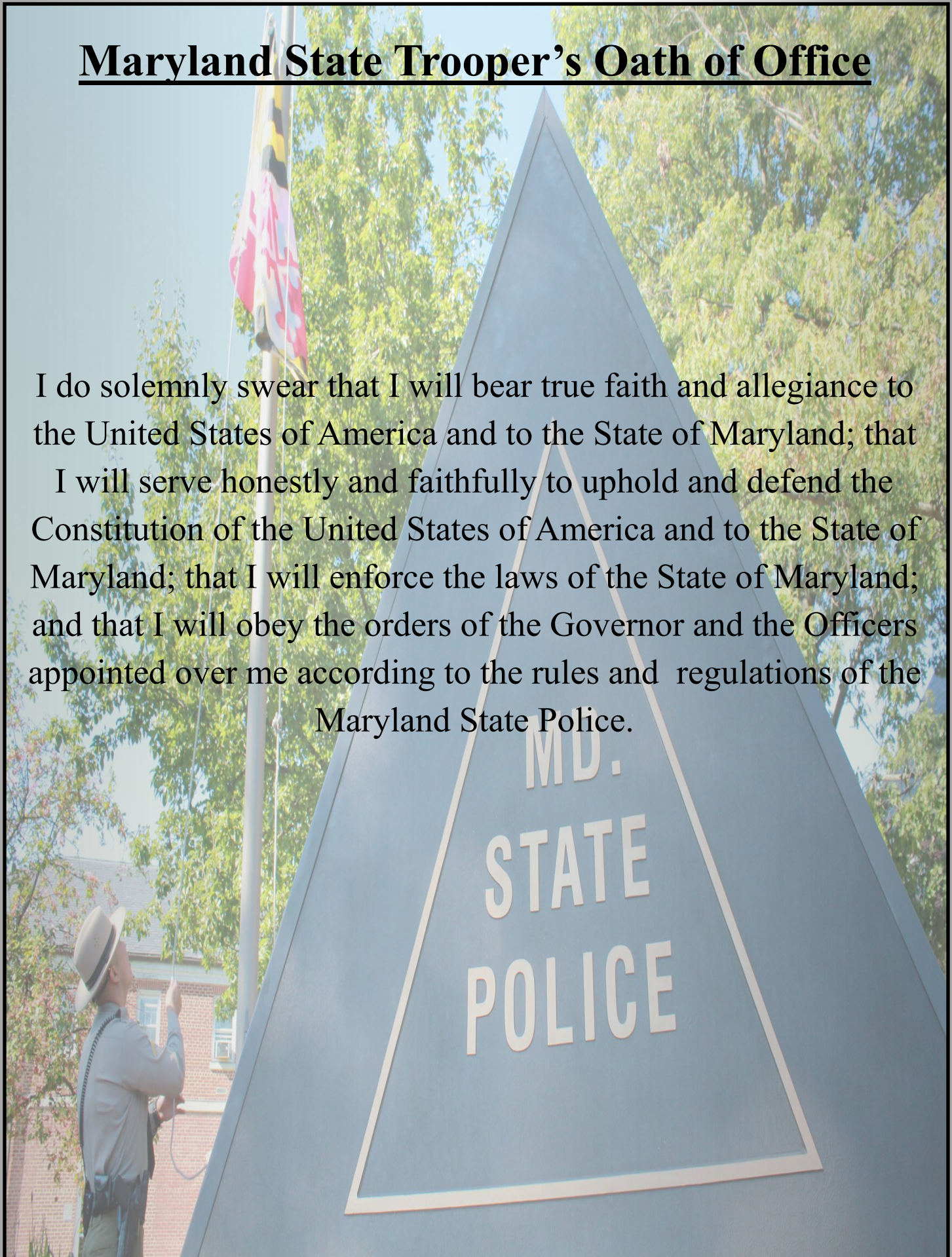
TFC Allison Oyler

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Maryland State Trooper's Oath of Office

I do solemnly swear that I will bear true faith and allegiance to the United States of America and to the State of Maryland; that I will serve honestly and faithfully to uphold and defend the Constitution of the United States of America and to the State of Maryland; that I will enforce the laws of the State of Maryland; and that I will obey the orders of the Governor and the Officers appointed over me according to the rules and regulations of the Maryland State Police.



Superintendent's Message



Colonel William M. Palozzi

Superintendent

A good strategy is vital to any successful endeavor. As Superintendent, my goal for the Maryland Department of State Police is to ensure we are successful in our mission. To be successful, we must have a strategic plan that sets goals and a path to meet those goals. That is the purpose of this Maryland State Police Strategic Plan.

Our priority is to do all we can as sworn state troopers and civilian support personnel to make Maryland a safe place to live, work and visit. We are to have a statewide focus on crime and traffic crashes that will ultimately have a positive impact on individual citizens. That means while our focus is on statewide, cross-border, inter-jurisdictional issues and enforcement, our goal is to make Maryland safer for each individual who lives, works, or visits here.

The Maryland State Police Strategic Plan has been developed to establish the goals and priorities of our Department, as well as the procedures and plans we will follow to implement them as we work to make our state safer. This plan is to be a guide for each division, barrack, unit, and employee in how we are to accomplish our mission.

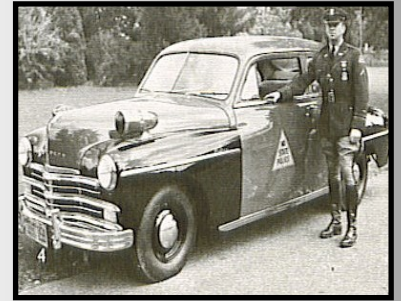
This is an effective strategic plan that I expect to be implemented and adhered to. From bureau chiefs to troopers on patrol, each employee has a responsibility to understand and follow this plan. Commanders and supervisors must communicate the plan and apply our goals to your specific duties and area of responsibility.

We have implemented a management accountability system that will enable us to track our progress and make changes where needed. It is important that every division, barrack and unit within the Department is moving ahead in a coordinated way toward our continuing goal of making Maryland safer.

Above all, this plan focuses on doing the right things for the right reasons. We are to provide selfless service to each citizen we encounter. We are to treat each person fairly and with integrity. Only by performing our duties in this way will we be able to fulfill our Strategic Plan, while maintaining the trust and support of the citizens we have sworn to protect.

A handwritten signature in black ink that reads "W. M. Palozzi". The signature is written in a cursive, flowing style.

A Look Back in Time



On January 10, 1921, the members of a new police force began training at Saunders Range in Glen Burnie. Governor Albert Ritchie said he was creating “a State Police force” with statewide authority dedicated to fighting crime across Maryland. One month later, Governor Ritchie presided over the graduation of the first members of the new Maryland State Police.

In 1935, the Maryland State Police was established as a separate unit of State government and 54 former motorcycle deputies were sworn in as troopers. The Department was granted additional police powers and was authorized to maintain a training school. The Maryland State Police became part of the Department of Public Safety and Correctional Services in 1970. In 1994, the Department of Maryland State Police was formed as a principal executive department and was later renamed the Department of State Police in 1995.

Since its inception, the Maryland State Police has been evolving to meet the needs of those it serves. In 1938, the Department became one of the first state police agencies to use two way radios. In the 1950s, the Department received its first fixed wing aircraft. The 1950s also brought about the polygraph and the Breathalyzer. In 1960, the Department established the Underwater Recovery Team, consisting of 10 U.S. Navy trained divers. The MSP unveiled its K-9 program in 1961, making it one of the oldest, continuous state police K-9 programs in the country. On March 19, 1970, the Maryland State Police conducted the first civilian medevac mission in history. Since then, the Department has transported over 150,000 trauma patients. In 1979, the Department created the Special Tactical Assault Team Element (STATE) to deal with the ever changing criminal threat. The 1990s brought about the development of the #77 hotline, a communication tool that allowed cellular telephone users to report drunk drivers. In 1992, the MSP Crime Lab began its first case work on DNA. The turn of the century brought about an explosion of information technology. The MSP now has in-car mobile data units linked to E-Tix (electronic citations), a statewide 700 MHz radio system, an automated firearms applications systems and a host of other technologies to serve the public.



Purpose and Values

Vision: To serve and protect the citizens of Maryland while remaining focused on our values of integrity, fairness and service.

Mission: The mission of the Maryland State Police is to ensure that Maryland is a safe place to live, work and visit.

Values:

- *Integrity:* Uphold the public trust by being honest and maintaining the highest standards of ethical and moral character.
- *Fairness:* Treat every person with respect and dignity in an unbiased, courteous and professional manner while protecting the constitutional rights of all persons through impartial enforcement of the law.
- *Service:* Provide dedicated and compassionate assistance to all persons while striving to improve the service we provide, the quality of life in the communities we serve and the relationships we have with the community.

Goals:

1. Prevent and investigate crime while supporting allied law enforcement agencies.
2. Enhance the safety of all who travel on Maryland's highways.
3. Support citizens and the communities in which they live.
4. Develop an efficient and effective workforce.

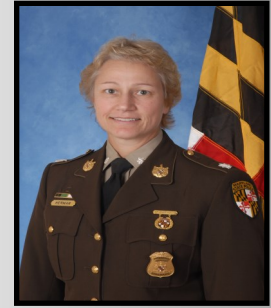
Today's Maryland State Police



Frank Lioi
Lieutenant Colonel
Field Operations Bureau



David Ruel
Lieutenant Colonel
Criminal Investigation Bureau



Laura Lu Herman
Lieutenant Colonel
Support Services Bureau

The Maryland State Police is comprised of three bureaus: the Field Operations Bureau, the Criminal Investigation Bureau, and the Support Services Bureau. Each bureau is lead by a bureau chief, who holds the rank of lieutenant colonel. Additionally, other designated units report to the Office of the Superintendent under the direction of a Chief of Staff. Each bureau chief is responsible for implementing objectives and strategies to support the Department's Strategic Plan.

The Field Operations Bureau is the most visible and largest component of the Department. It consists of 23 barracks throughout the State. Those barracks are organized into six troops under a Northern and Southern Command. In addition to barracks, the Field Operations Bureau includes the Special Operations and Transportation Safety Command. This command consists of the Commercial Vehicle Enforcement Division and the Special Operations Division. Some of these units include Emergency Services, SPIDRE (DUI enforcement), CRASH (Accident Reconstruction), K-9, and S.T.A.T.E. Team (SWAT).

The Criminal Investigation Bureau is charged with the investigation of violent crime, criminal and drug violations across the State and provides the investigative functions for the Department. The Bureau includes the Criminal Enforcement Division, Forensic Sciences Division, and the Licensing Division. Using a regional, yet statewide configuration, the Bureau focuses on inter-jurisdictional and cross-border crimes, capitalizing on the Department's statewide authority to apprehend criminals and dismantle criminal enterprises. The Forensic Sciences Division provides the law enforcement community and the citizens of Maryland with the highest quality and integrity in forensic laboratory analysis and expert testimony. The Licensing Division administers the licensing and registration of firearms, handgun permits, security guards and agencies and other licensing functions as defined by statute or regulation.

The Support Services Bureau provides materials and services to the Department and manages the Department's information technology and communications systems that support law enforcement across the State. The bureau consists of four Commands: Technology and Information Management, Personnel, Logistics and Aviation. The Aviation Command operates a fleet of ten AgustaWestland AW-139 helicopters and two airplanes. They provide medevac and law enforcement services around-the-clock from seven bases throughout the State.

Evaluating Today

According to the 2010 U.S. census, Maryland's population was 5,773,552. This ranked Maryland as the 19th most populated state in the country. The 2016 estimates indicate the population to be 6,016,401 (increase of 242,849) ranking Maryland as the 20th most populated state. Maryland represents approximately 1.86% of the United States' population. The population of Maryland is projected to steadily grow through 2040.

Historical and Projected Total Population for Maryland's Jurisdictions							
<i>(Revisions, July 2014)</i>							
	Census						
	2010	2015	2020	2025	2030	2035	2040
MARYLAND	5,773,552	6,010,150	6,224,550	6,429,750	6,612,200	6,762,300	6,889,700
BALTIMORE REGION	<u>2,662,691</u>	<u>2,746,250</u>	<u>2,827,900</u>	<u>2,885,650</u>	<u>2,933,500</u>	<u>2,974,100</u>	<u>3,014,900</u>
Anne Arundel County	537,656	559,600	580,000	593,600	606,700	618,200	628,050
Baltimore County	805,029	832,050	847,000	857,000	862,200	869,500	880,750
Carroll County	167,134	168,550	175,900	179,450	183,250	186,200	189,550
Harford County	244,826	252,000	258,650	265,100	273,150	281,050	291,100
Howard County	287,085	309,050	332,250	346,500	357,100	363,500	366,350
Baltimore City	620,961	625,000	634,100	644,000	651,100	655,650	659,100
WASHINGTON SUBURBAN REGION	<u>2,068,582</u>	<u>2,181,950</u>	<u>2,247,150</u>	<u>2,325,600</u>	<u>2,402,500</u>	<u>2,464,050</u>	<u>2,508,750</u>
Frederick County	233,385	245,600	265,650	285,950	304,050	319,800	334,100
Montgomery County	971,777	1,036,000	1,067,000	1,110,000	1,153,900	1,186,600	1,206,800
Prince George's County	863,420	900,350	914,500	929,650	944,550	957,650	967,850
SOUTHERN MARYLAND REGION	<u>340,439</u>	<u>362,650</u>	<u>395,100</u>	<u>426,200</u>	<u>451,100</u>	<u>469,500</u>	<u>485,650</u>
Calvert County	88,737	91,650	95,600	98,350	100,200	101,050	101,450
Charles County	146,551	157,100	174,350	190,650	202,150	212,300	220,850
St. Mary's County	105,151	113,900	125,150	137,200	148,750	156,150	163,350
WESTERN MARYLAND REGION	<u>252,614</u>	<u>255,950</u>	<u>266,050</u>	<u>277,050</u>	<u>287,100</u>	<u>295,200</u>	<u>302,250</u>
Allegany County	75,087	74,650	75,150	75,900	76,650	76,900	77,050
Garrett County	30,097	30,100	30,600	31,200	31,550	31,700	31,750
Washington County	147,430	151,200	160,300	169,950	178,900	186,600	193,450
UPPER EASTERN SHORE REGION	<u>239,951</u>	<u>247,350</u>	<u>260,500</u>	<u>277,050</u>	<u>291,550</u>	<u>305,400</u>	<u>317,850</u>
Caroline County	33,066	33,900	36,050	38,250	40,450	42,750	44,950
Cecil County	101,108	103,600	108,600	117,300	125,250	132,900	139,650
Kent County	20,197	20,600	21,400	22,100	22,600	23,050	23,500
Queen Anne's County	47,798	50,150	53,600	57,350	60,350	63,150	65,750
Talbot County	37,782	39,100	40,850	42,050	42,900	43,550	44,000
LOWER EASTERN SHORE REGION	<u>209,275</u>	<u>216,000</u>	<u>227,850</u>	<u>238,200</u>	<u>246,450</u>	<u>254,050</u>	<u>260,300</u>
Dorchester County	32,618	33,250	34,800	36,550	37,850	39,100	40,000
Somerset County	26,470	26,900	27,750	28,500	28,950	29,350	29,550
Wicomico County	98,733	102,950	109,200	114,400	119,200	123,650	127,650
Worcester County	51,454	52,900	56,100	58,750	60,450	61,950	63,100
Projections for the Baltimore Region based on Rounds 8A from the Baltimore Metropolitan Council of Government's Cooperative Forecasting Committee.							
Projections for the Washington Suburban Region based on Round 8.3 of the Metropolitan Washington Council of Governments Cooperative Forecasting Committee.							
Prepared by the Maryland Department of Planning, July 2014.							

Evaluating Today

The Maryland State Police is constantly assessing its status. To be as efficient and effective as possible, the Department must acknowledge its strengths, weaknesses, opportunities and threats (S.W.O.T.). Annually, senior leaders of the Department meet to review this plan. Below is the current analysis for the Maryland State Police.

	Strengths	Weaknesses
I n t e r n a l	<ul style="list-style-type: none"> • MSP Employees • The MSP “brand” • Statewide network of barracks • Aviation medevac • Forensic Science Division • Support to allied law enforcement • Statewide jurisdictional authority • Fusion Center integration • Domestic violence lethality assessment program • Naloxone (Narcan) program • DUI Enforcement • Preventive Radiation & Nuclear Detection (PRND) • Technology (E-TIX, RAPID, CAD/RMS) • Mobile Field Force • Person Borne Explosive Detection K9's 	<ul style="list-style-type: none"> • Civilian and sworn position vacancies • Insufficient personnel for critical job function • Lack of cutting edge technology hardware • Length of hiring process • Deteriorating facility conditions • Sustainable funding for information technology
	Opportunities	Threats
E x t e r n a l	<ul style="list-style-type: none"> • Expanding role in inter-jurisdictional enforcement • Developing law enforcement leaders • Gang and criminal enterprise enforcement • Developing relationships with community partners • Diversified workforce • Technical investigative capabilities • Electronic Uniform Crime Reporting 	<ul style="list-style-type: none"> • Future fiscal concerns • Societal changes in values • Terrorist attacks • Gangs / organized crime • Cyber attacks • Perception of state police role • Unfunded legislative mandates • Statewide heroin epidemic • Decrease in grant funding • Changes in asset forfeiture laws • Aviation maintenance costs • Technical expertise for IT and radio positions • Decrease in number of sworn job applicants

Evaluating Today

The Maryland State Police receives its authorized personnel allotment from the Department of Budget and Management. Below are statistical charts depicting authorized strength and vacancies as well as manpower allocation throughout the Department.

Sworn Authorized Strength	1,553
Sworn Vacancies	113
Civilian Authorized Strength	813
Civilian Vacancies	127
Total Authorized Strength	2,366
Total Vacancies	240



As of April 21, 2017



Bureau	Sworn Occupied Positions	Civilian Occupied Positions
Field Operations Bureau	928	247
Criminal Investigation Bureau	244	125
Support Services Bureau	146	253
Office of the Superintendent	83	53

As of April 21, 2017

The Maryland State Police is committed to hiring, training and retaining an efficient and effective workforce. Currently, 181 troopers are eligible for retirement. To counter attrition rates, the Department has developed an ambitious recruiting plan. In addition, the Department has collaborated with an advertising firm, created a recruitment video and is advertising on social media. To further assist in understanding staffing needs, the Department is currently conducting a staffing study. For the duration of this plan, the Department believes that its staffing level will remain steady.



As of April 24, 2017

Sworn Tenure	Sworn Total
0-5	370
6-10	269
11-15	295
16-20	292
21-25	140
26 +	74

Evaluating Today

The Department owns, leases and operates 57 facilities. These include 23 barracks within Maryland. The Department has a Capital Improvement Plan for the replacement of the Cumberland Barrack in Allegany County, the Berlin Barrack in Worcester County as well as a tactical services facility in Howard County.

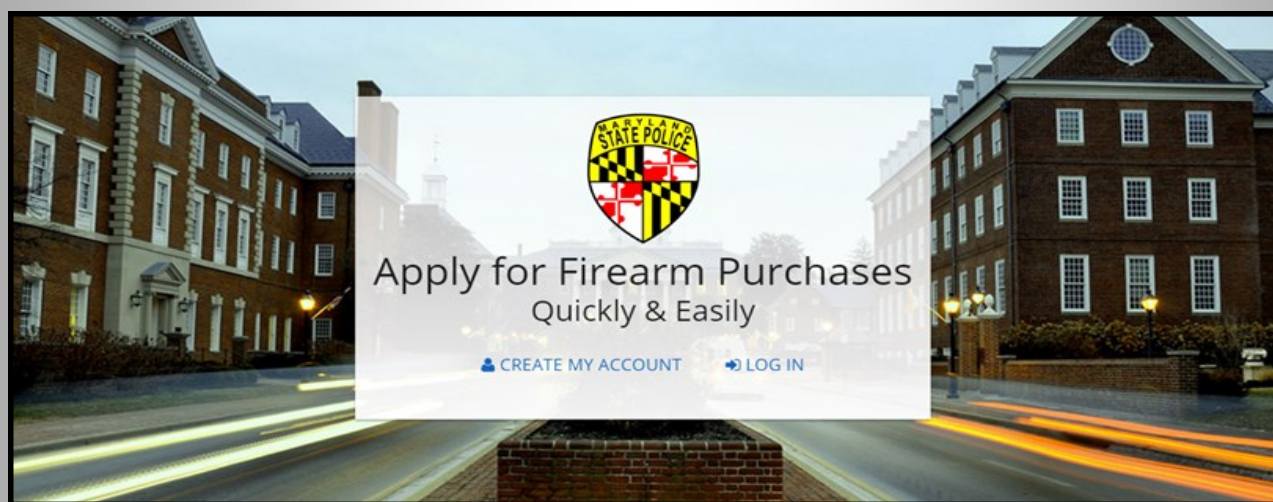
The Department is continually evaluating and inspecting its owned and leased properties. The Department will gauge the necessity of these facilities based upon their needs, fiscal situation and priorities.

The Maryland State Police is dedicated to providing citizens with professional troopers who are equipped to perform their duties. All troopers who are assigned patrol functions are trained and equipped with Naloxone, a medication used to block the effects of opioids, especially during an overdose. Troopers are now routinely saving lives by being able to quickly assess the condition of a person and administering this lifesaving medication.

The Maryland State Police has also acknowledged its role and responsibility as peacekeepers in time of civil unrest. The Department has researched, evaluated and procured the necessary equipment in order to provide the safest and best possible services to the citizens of Maryland. Along with this equipment, the Department has invested in training personnel to allow for peaceable demonstrations while maintaining order.

The Department acknowledges in order to be an effective 21st century law enforcement agency, an investment in technology is a necessity. The Department continues to upgrade the 700 MHz radio system and has completed a multi-agency statewide computer aided dispatch and records management system.

The Department will continue to seek funding in all areas of technology to include, forensic sciences, hardware upgrades, software and database upgrades and areas that will improve customer service interaction. An example is the recent automation of the application for firearms purchases.



Strategic Goals

The Maryland State Police is a full-service police department serving all of those who live, work and visit the State. As such, the Department's role in the community is very dynamic. Community needs differ between urban and suburban areas. Service needs differ as the climate and topography change across our great State. The Department must do the very best to meet all of these needs. To safeguard the mission of "Ensuring that Maryland is a safe place to live, work, and visit," the Department has created the following goals.

Goals:

1. Prevent and investigate crime while supporting allied law enforcement agencies.
2. Enhance the safety of all who travel on Maryland's highways.
3. Support citizens and the communities in which they live.
4. Develop an efficient and effective workforce.

Every Bureau in the Department is responsible for working toward these goals. Every trooper and civilian employee will strive to make a difference in support of these goals. Every traffic stop, investigation, medevac mission, purchase and task will be in support of these goals. The Department will strive to work as one cohesive unit to serve the citizens and visitors of our great State.

The Management Accountability System has been implemented to measure the progress and efforts in achieving these goals. Bi-weekly, the executive staff of the Department meets with unit commanders to evaluate the unit's progress and efficiency. Commanders, in a supportive but structured format, are held accountable for the unit's performance.



Strategic Goals

Goal #1: Preventing and investigating crime while supporting allied law enforcement.

The Maryland State Police recognizes it is in a unique position to prevent, investigate and reduce crime. Having statewide authority allows troopers to move across jurisdictional boundaries without hampering an investigation. As such, the State Police is focusing its resources toward inter-jurisdictional (county to county) and cross-border (state-to-state) crime. The Department will use several strategies, units and technologies to help achieve this goal.

- Collect and analyze heroin data to identify large scale drug operations - Heroin Investigation Unit
- Increase human trafficking enforcement operations, to include training allied law enforcement, to identify victims of sexual assaults - Technical Investigation Section
- Use the Gun Center to assist all Maryland law enforcement in the proper charging and successful prosecution of gun crimes - Gun Enforcement Unit
- Identify, prioritize and serve active felony and violent crime arrest warrants in collaboration with local, state and federal authorities - Maryland State Apprehension Team
- Educate MSP and allied law enforcement, through a Maryland Police Training and Standards Commission approved course, on the techniques of conducting the complete traffic stop - Pro-Active Criminal Enforcement Team
- Work with allied law enforcement and the Department of Public Safety and Correctional Services to identify gang members in an effort to dismantle criminal street gangs - Gang Enforcement Unit
- Continue to increase investigative capabilities for Maryland law enforcement in the detection and investigation of internet crimes against children offenses - Computer Crimes Unit
- Support Parole and Probation with post-conviction polygraph examinations of registered sex offenders - Polygraph Unit
- Increase the current complement of hazardous device technicians to effectively manage the increasing number of suspicious devices - Office of the State Fire Marshal
- Educate Department and allied law enforcement agencies, using data and intelligence, to combat the increasing presence of professional auto theft activity in Maryland - Vehicle Theft Prevention Council

Strategic Goals

Goal #2: Enhance the safety of all who travel on Maryland's highways.

The State of Maryland has approximately 31,000 miles of roadway. To enhance the safety of all who travel on these roadways, the Department will focus on both education and enforcement. The Department will provide educational services, in the form of seat belt and child safety seat usage and installation as well as impaired driving effects and consequences. The Department has a full time Maryland Department of Transportation State Highway Administration liaison to assist with traffic/incident management, roadway design, and highway work safety efficiency. The Maryland State Police will use multiple strategies and resources to enforce the traffic laws of Maryland. The goal behind the enforcement is to solicit safe driving behavior. The Department will specifically target aggressive, distracted and impaired drivers in an effort to reduce crashes. Below is a list of some of the strategies to achieve this goal.

- Target driving under the influence offenses in an effort to reduce alcohol/drug related crashes in Maryland - Field Operations Bureau
- Deploy a new mobile breathalyzer truck to assist in the efficient processing of impaired drivers - Chemical Test for Alcohol Unit
- Use the Motor Unit to assist patrol troopers in the high congestion areas during rush hours - Special Operations Division
- Use both weigh stations and roving enforcement to target dangerous commercial vehicle violations - Commercial Vehicle Enforcement Division
- Educate the public, while working in conjunction with the commercial motor vehicle industry, on how to share the roadway with commercial motor vehicles in an effort to reduce crashes - Commercial Vehicle Enforcement Division
- Increase regulation enforcement at automotive inspection stations ensuring safer vehicles are on Maryland roadways - Automotive Safety Enforcement Division
- Use a data driven approach to identify and target enforcement in high crash areas - Field Operations Bureau
- Increase the use of social media in an effort to continually educate the public on safe driving practices - Office of Media Communications
- Target seat belt and "distracted driving" offenses - Field Operations Bureau
- Coordinate with the Maryland Department of Transportation State Highway Administration to effectively manage the free flow of traffic during rush hour times on major interstates - Field Operations Bureau

Strategic Goals

Goal #3: Support citizens and the communities in which they live.

The Maryland State Police is dedicated to being a strong participant in the community. Every sworn member of the Maryland State Police resides within the Maryland community. Whether it is a medevac mission racing to save a patient's life, a visit to a school, or coaching a Little League game, members of this Department focus on raising the quality of life. The following strategies will be used to reach this goal.

- In conjunction with local health departments, assist individuals with opioid dependencies in getting treatment - Heroin Investigation Unit
- Train all patrol troopers in recognizing the signs of opioid overdoses and equip them with Naloxone to reverse the effects of the overdose - Support Services Bureau
- Achieve a 90% rate of pre-hospital medevac responses where the aircraft arrives at the scene within 25 minutes of dispatch time - Aviation Command
- Focus on education, engineering programs, enforcement and legislative efforts to reduce the number of statewide fire deaths by 10% - Office of the State Fire Marshal
- Provide a social media presence that supports the Department's initiatives and increases public education and awareness for citizens - Office of Media Communications
- Attend and participate in community activities to educate the public on the goals of the Maryland State Police, as well as listen to the concerns of the community - Field Operations Bureau
- Develop and host a pro-active community outreach program on internet crimes against children. Educate both parents and children on internet safety - Technical Investigation Section
- Annually, conduct a safety summit between commercial vehicle industry leaders, law enforcement, and safety personnel to strategize on improving commercial vehicle travel safety - Commercial Vehicle Enforcement Division
- Evaluate and take appropriate action on citizen feedback as it relates to services provided by the Department. The Department uses web-based surveys, citizen comment brochures and social media to evaluate its customer service - Office of Media Communications and Office of Fair Practice
- Build upon the current Law Enforcement Explorer program in an effort to educate and provide experiences to young adults about the role that law enforcement fulfills in society - Field Operations Bureau and Support Services Bureau

Strategic Goals

Goal #4: Develop an efficient and effective workforce.

The mission of the Maryland State Police cannot be achieved without the people who make up “Maryland’s Finest.” The strength of any organization is its people and the Maryland State Police is no exception. Every member of this Department will work toward achieving the mission and the goals laid out in this plan. The Department has a new recruiting plan that includes strategies to recruit well-qualified and diversified applicants. In 2016, the Department developed a web-based citizen survey, which along with the citizen information brochure, will help to identify issues that can enhance customer service. Below are some of the strategies that will be used to achieve this goal.

- Publish, maintain, and educate all agency personnel on the Recruiting Plan of Action - Employment Services Section
- Continue the multi-media marketing campaign to assist with the recruitment of Explorers, Cadets and Trooper Candidates in an effort to increase under-represented demographics - Employment Services Section
- Conduct “Force De-Escalation and Influence Through Verbal Tactics” training. This certified course of instruction will be provided to all troopers at the rank of Lieutenant and below by the end of 2017 - Education and Training Division
- Conduct a currency analysis to validate the Department's knowledge, skills and abilities list for each rank for the promotional process - Office of Promotional Testing
- Implement a flight training device (simulator) program that reduces training time and flight hours on actual Department aircraft - Aviation Command
- Outfit and deploy purchased vehicles at a rate of five vehicles per week, in order to effectively equip the patrol force - Motor Vehicle Division
- Design, develop and implement the automation of the handgun wear and carry application into the Licensing Division’s web-based portal system - Licensing Division
- Continue implementation of statewide multi-phased 700 MHz radio system; transition two MSP barracks onto the MDFirst Statewide Interoperability Radio System - Electronic Services Division
- Create and install 40 wireless access points to test sites throughout the Department by the end of 2017 - Information Technology Division
- Maintain the training program at a level that will reflect zero findings on the biennial Maryland Police Training and Standards Commission audit - Education and Training Division

Evaluating the Plan

Members of the Maryland State Police have been serving the citizens of Maryland for the past 96 years. Society, policing and the culture of our country have changed dramatically during this time. In order to be effective, the Department must adjust to these changes. A strategic plan is only successful when it is relevant. The Department acknowledges this plan is a living document and it must be periodically reviewed. Annually, the Planning and Research Division will host a session to evaluate this plan as it relates to the needs of the citizens we serve today, tomorrow and beyond.

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