

Maryland State Police Strategic Plan



Today, Tomorrow, and Beyond

2017-2021

(2018 Update)

www.mdsp.maryland.gov

About the Cover Photo:

Since its inception in 1921, Maryland State Police personnel have had a long and rich history of service in the United States Armed Forces.

This was never more evident than on September 11, 2001. On that fateful day, two Maryland State Troopers were immediately mobilized and responded to the Pentagon as Maryland National Guard Soldiers. As members of the 115th Military Police Battalion Headquarters, they became first responders to the “War on Terror.”

Since that day, at least one member of the Maryland State Police (sworn and civilian), has been continually mobilized to active duty service. Many have been deployed on multiple combat tours in Afghanistan and Iraq as part of Operation Enduring Freedom and Operation Iraqi Freedom. Others have served domestically under Operation Nobel Eagle, in support of homeland security operations. Today, that service continues with 14 of our members currently serving around the world in the Army, Marine Corps, Navy, Air Force and Coast Guard.

The cover photo depicts members of the Department receiving the Freedom Award. The Maryland State Police Freedom Award is issued by the Superintendent in recognition of employees who have been called to active duty in support of a contingency operation after September 11, 2001.

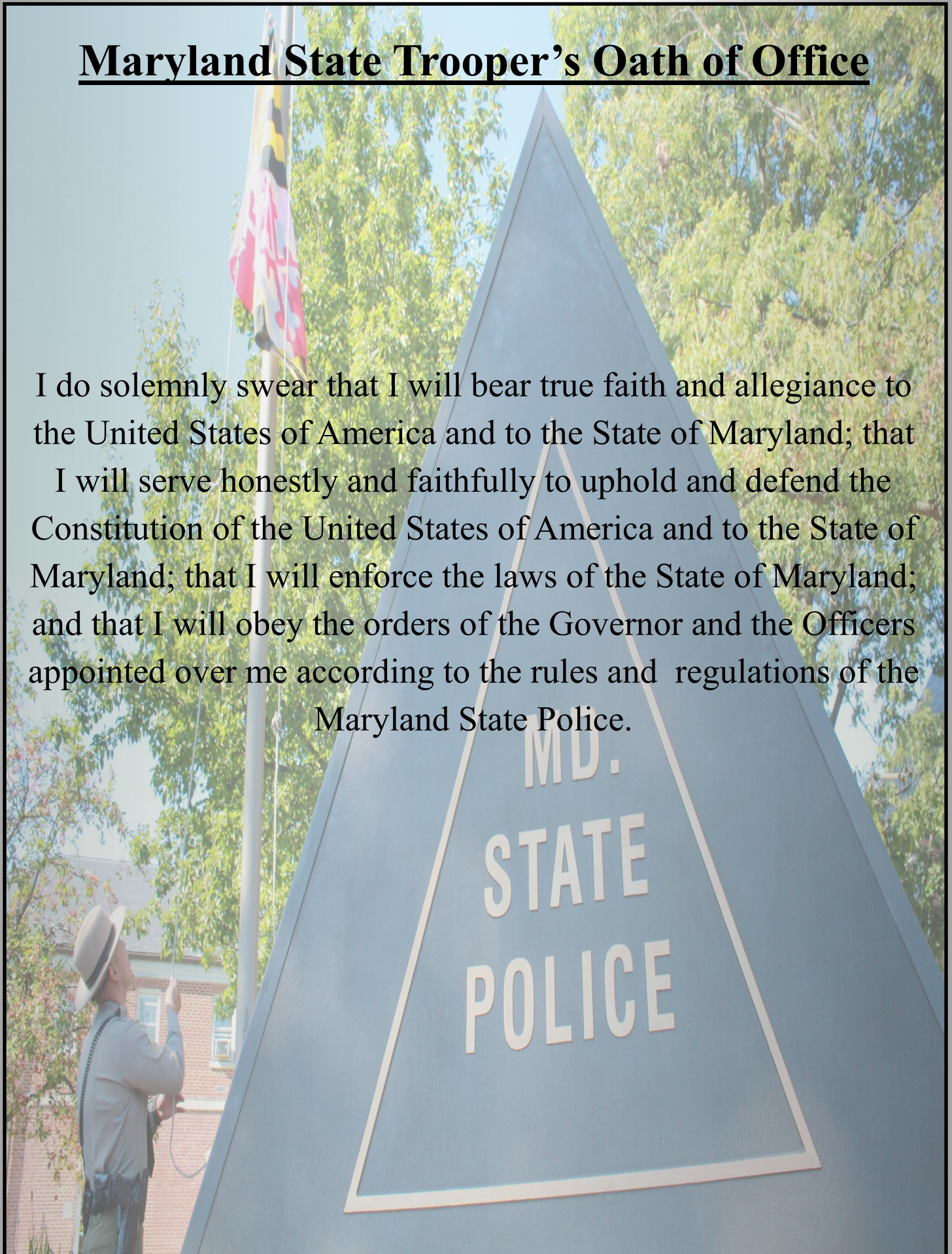


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Maryland State Trooper's Oath of Office

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 Department 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



Dalaine Brady
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 2017 U.S Census Bureau estimates indicate the population has grown to 6,052,177, a 4.8% increase from the 2010 census. Although Maryland is a relatively small State (geographically), as of 2010 (most current census) it ranked 6th in population density with 594.8 persons per square land mile. The population of Maryland is projected to steadily grow through 2045.

Historical and Projected Total Population for Maryland's Jurisdictions
(August 2017)

	Census 1970	Census 1980	Census 1990	Census 2000	Census 2010	2015	2020	2025	2030	2035	2040	2045
MARYLAND	3,923,897	4,216,933	4,780,753	5,296,486	5,773,552	5,988,400	6,141,900	6,336,500	6,518,750	6,676,900	6,834,500	6,968,700
BALTIMORE REGION	<u>2,071,016</u>	<u>2,173,989</u>	<u>2,348,219</u>	<u>2,512,431</u>	<u>2,662,691</u>	<u>2,737,800</u>	<u>2,800,350</u>	<u>2,851,950</u>	<u>2,897,800</u>	<u>2,934,300</u>	<u>2,989,250</u>	<u>3,025,450</u>
Anne Arundel County	298,042	370,775	427,239	489,656	537,656	562,850	573,250	584,400	596,700	608,950	622,250	637,900
Baltimore County	620,409	655,615	692,134	754,292	805,029	828,950	847,000	857,000	862,200	869,500	880,750	892,150
Carroll County	69,006	96,356	123,372	150,897	167,134	167,550	169,200	171,700	175,150	178,500	181,800	185,150
Harford County	115,378	145,930	182,132	218,590	244,826	250,600	257,700	264,850	271,850	280,550	289,200	294,250
Howard County	62,394	118,572	187,328	247,842	287,085	312,050	336,900	355,700	366,800	369,500	371,850	372,350
Baltimore City	905,787	786,741	736,014	651,154	620,961	615,800	616,300	618,300	625,100	627,300	643,400	643,650
WASHINGTON SUBURBAN REGION	<u>1,269,455</u>	<u>1,358,916</u>	<u>1,635,788</u>	<u>1,870,133</u>	<u>2,068,582</u>	<u>2,187,450</u>	<u>2,229,000</u>	<u>2,313,950</u>	<u>2,385,350</u>	<u>2,454,900</u>	<u>2,511,700</u>	<u>2,563,400</u>
Frederick County	84,927	114,792	150,208	195,277	233,385	245,600	260,800	288,700	303,600	319,350	332,150	344,150
Montgomery County	522,809	579,053	757,027	873,341	971,777	1,036,000	1,052,050	1,087,250	1,128,800	1,167,700	1,197,150	1,223,350
Prince George's County	661,719	665,071	728,553	801,515	863,420	905,850	916,150	938,000	952,950	967,850	982,400	995,900
SOUTHERN MARYLAND REGION	<u>115,748</u>	<u>167,284</u>	<u>228,500</u>	<u>281,320</u>	<u>340,439</u>	<u>358,450</u>	<u>381,800</u>	<u>404,800</u>	<u>434,600</u>	<u>455,700</u>	<u>474,350</u>	<u>493,500</u>
Calvert County	20,682	34,638	51,372	74,563	88,737	90,650	94,600	97,350	99,200	100,050	100,450	100,850
Charles County	47,678	72,751	101,154	120,546	146,551	155,600	167,050	178,250	194,650	207,500	218,550	229,750
St. Mary's County	47,388	59,895	75,974	86,211	105,151	112,200	120,150	129,200	140,750	148,150	155,350	162,900
WESTERN MARYLAND REGION	<u>209,349</u>	<u>220,124</u>	<u>224,477</u>	<u>236,699</u>	<u>252,614</u>	<u>252,250</u>	<u>261,250</u>	<u>272,250</u>	<u>282,300</u>	<u>290,400</u>	<u>297,450</u>	<u>304,750</u>
Allegany County	84,044	80,548	74,946	74,930	75,087	72,650	74,150	74,900	75,650	75,900	76,050	76,200
Garrett County	21,476	26,490	28,138	29,846	30,097	29,600	30,300	30,900	31,250	31,400	31,450	31,500
Washington County	103,829	113,086	121,393	131,923	147,430	150,000	156,800	166,450	175,400	183,100	189,950	197,050
UPPER EASTERN SHORE REGION	<u>131,322</u>	<u>151,380</u>	<u>180,726</u>	<u>209,295</u>	<u>239,951</u>	<u>241,150</u>	<u>249,150</u>	<u>262,350</u>	<u>276,750</u>	<u>290,550</u>	<u>304,450</u>	<u>317,850</u>
Caroline County	19,781	23,143	27,035	29,772	33,066	32,900	34,050	36,250	38,450	40,750	42,950	45,250
Cecil County	53,291	60,430	71,347	85,951	101,108	102,400	104,600	111,600	119,550	127,200	135,450	142,550
Kent County	16,146	16,695	17,842	19,197	20,197	19,600	20,900	21,600	22,100	22,550	23,000	23,450
Queen Anne's County	18,422	25,508	33,953	40,563	47,798	48,650	50,750	52,850	55,750	58,500	61,050	64,150
Talbot County	23,682	25,604	30,549	33,812	37,782	37,600	38,850	40,050	40,900	41,550	42,000	42,450
LOWER EASTERN SHORE REGION	<u>127,007</u>	<u>145,240</u>	<u>163,043</u>	<u>186,608</u>	<u>209,275</u>	<u>211,300</u>	<u>220,350</u>	<u>231,200</u>	<u>241,950</u>	<u>251,050</u>	<u>257,300</u>	<u>263,750</u>
Dorchester County	29,405	30,623	30,236	30,674	32,618	32,250	34,300	36,050	37,350	38,600	39,500	40,450
Somerset County	18,924	19,188	23,440	24,747	26,470	25,700	26,750	28,000	28,450	29,350	29,550	29,750
Wicomico County	54,236	64,540	74,339	84,644	98,733	101,950	106,200	111,400	118,200	122,650	126,650	130,800
Worcester County	24,442	30,889	35,028	46,543	51,454	51,400	53,100	55,750	57,950	60,450	61,600	62,750

Projections for the Baltimore Region based on Round 9 from the Baltimore Metropolitan Council of Government's Cooperative Forecasting Committee.

Projections for the Washington Suburban Region based on Round 9.0 of the Metropolitan Washington Council of Governments Cooperative Forecasting Committee.

Prepared by the Maryland Department of Planning, Projections and State Data Center, August 2017

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	1,552
Sworn Vacancies	124
Civilian Authorized Strength	813
Civilian Vacancies	122
Total Authorized Strength	2,365
Total Vacancies	246



Source: Workday, As of March 1, 2018



Bureau	Sworn Occupied Positions	Civilian Occupied Positions
Field Operations Bureau	965	244
Criminal Investigation Bureau	239	128
Support Services Bureau	142	260
Office of the Superintendent	82	59

Source: Workday, As of March 1, 2018

The Maryland State Police is committed to hiring, training and retaining an efficient and effective workforce. Currently, 179 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. In 2017, to further assist in understanding staffing needs, a staffing study was completed. For the duration of this plan, the Department believes that its staffing level will remain steady.



Source: Workday, As of March 1, 2018

Sworn Tenure	Sworn Total
0-5	345
6-10	323
11-15	267
16-20	283
21-25	164
26 +	46

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 t i o 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/Opioid Command Center • DUI Enforcement /ARIDE Training • Preventive Radiation & Nuclear Detection (PRND) • Technology (E-TIX, RAPID, CAD/RMS) • Mobile Field Force • Specialized K-9 detection programs • Maryland Gun Center 	<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 • Sustainable vehicle fleet funding
	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 (civilian and sworn) • Technical investigative capabilities • Electronic Uniform Crime Reporting • Social media expansion 	<ul style="list-style-type: none"> • Future fiscal concerns • Societal changes in values • Natural and man-made disasters • Gangs / organized crime • Cyber attacks • Perception of state police role • Unfunded legislative mandates • Statewide heroin epidemic • Decrease in grant funding • Decrease in asset forfeiture funding • Aviation maintenance costs • Technical expertise for IT and radio positions • Decrease in number of sworn job applicants

Evaluating Today

The Department owns, leases and operates 57 facilities. These include 23 barracks within Maryland. In 2017, the Department updated its Facilities Master Plan. The updated plan calls for new barracks in Cumberland (Allegany County), Berlin (Worcester County) as well as a tactical services facility in Howard County and a new leased space for the Criminal Enforcement Division.

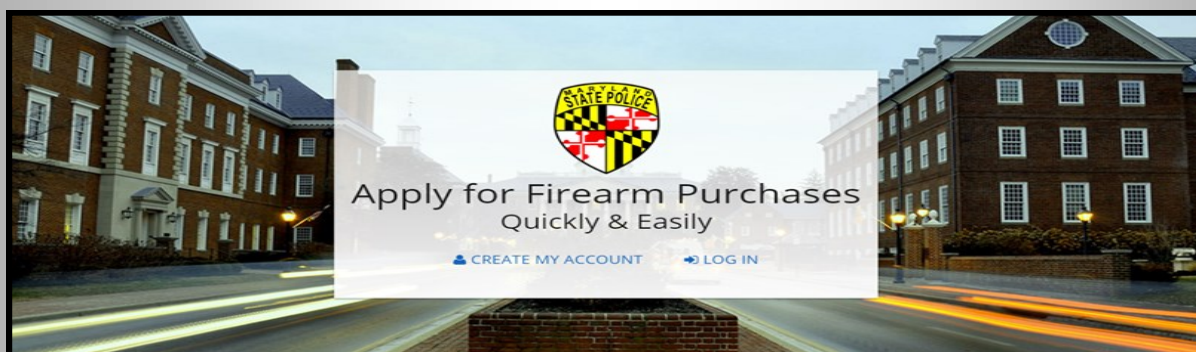
The Department is continually evaluating and inspecting its owned and leased properties. The Department will gauge the necessity of these facilities based upon their needs, fiscal situation and priorities.

The Maryland State Police is dedicated to providing citizens with professional troopers who are equipped to perform their duties. Since 2014, troopers assigned to patrol functions have been trained and equipped with naloxone, a medication used to block the effects of opioids, especially during an overdose. As of 2018, naloxone training has been expanded and medication has been provided to troopers in the Special Operations Division (including K-9 doses), Commercial Vehicle Enforcement Division and the Criminal Investigation Bureau. Additionally, civilian chemists in the Forensic Science Division have also received naloxone training. Today, troopers are routinely saving lives by quickly assessing 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. Currently, the Department is evaluating two separate in-car camera systems in an effort to identify the most suitable technology. Once selected and procured, the updated technology will be integrated into the vehicle fleet.

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



Strategic Goals

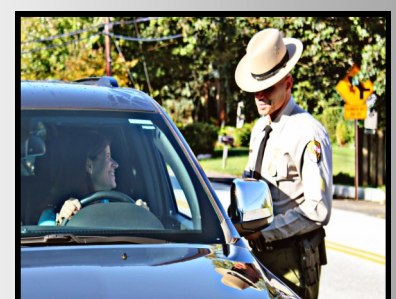
The Maryland State Police is a full-service police department serving all of those who live, work and visit the State. As such, the Department's role in the community is very dynamic. Community needs differ between urban and suburban areas. Service needs differ as the climate and topography change across 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
- In an effort to educate the public and save lives, provide Civilian Response to Active Shooter Events (CRASE) training both the private and public sectors. - Education and Training Division

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 increases pilot skills while reducing 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 97 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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Maryland State Police... it's more than a career, it's a calling.

