

# Maryland State Police Strategic Plan



*Today, Tomorrow and Beyond*

*2021-2025*

*(2022 Update)*

*[www.mdsp.maryland.gov](http://www.mdsp.maryland.gov)*

About the Cover Photo:

On August 10, 2022, Kelan Christian posed with Trooper Nicole Manziano of the Forestville Barrack. Kelan, a U.S. citizen born in Dominica, was excited to meet his first police officer in the United Staes. His grandfather was a firefighter, and Kelan is proud of all those who protect and serve.



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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.

I pledge to respect every human life and act with compassion towards others.

# Superintendent's Message



Colonel Woodrow J. Jones III  
Superintendent

For over 100 years, the reputation of the Maryland Department of State Police has not changed and for good reasons. As ‘Maryland’s Finest,’ we have been committed to excellence and dedicated to duty while serving and protecting the citizens of Maryland. Although the challenges of our job have changed, our mission has remained the same. Our priority has always been and will always be to make Maryland a safer place for all.

In light of recent national events, the demands of both our sworn and civilian personnel have been elevated to new levels. As the world around us changes, our plan of action must be updated to accommodate the changing needs of our citizens and of our personnel. The Strategic Plan aims to accomplish this goal by implementing new programs and new processes in which we respond to the needs of our MSP family and to the needs of the communities we serve statewide.

Our Strategic Plan is a frame of reference that encompasses the vision of our future. It is a compilation of data and useful information that acknowledges our strengths, weaknesses, opportunities and threats. It is a guide for our commanders and supervisors to share with their sworn and civilian personnel in order to provide optimal service to our citizens in every community we serve.

This plan also includes an assessment of our achievements and progress used to establish strategic goals. These goals, clearly laid out in the plan, will strengthen our workforce as we continue to strive to make a difference.

As we move into a new century of service and adjust to the rapidly changing needs of our society and culture, the men and women of the Maryland State Police will continue to provide outstanding services to the citizens of this state. While maintaining our mission to protect the lives and property of the people of Maryland, it is imperative we embrace the vision, values, and long-term goals in our Strategic Plan. It is the blueprint of our future and critical to our success as the premier law enforcement agency in Maryland.

A handwritten signature in black ink that reads "Woodrow W. Jones III". The signature is written in a cursive, flowing style.

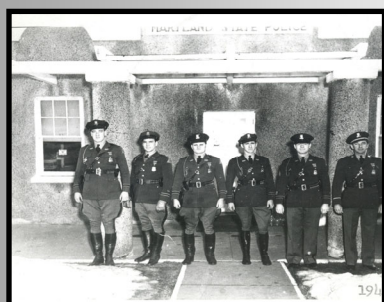
# A Look Back in Time



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 (MSP).

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), body cameras, a statewide 700 MHz radio system, an automated firearms applications system 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



Dalaine Brady  
Lieutenant Colonel  
Support Services Bureau



Norman Dofflemyer  
Lieutenant Colonel  
Criminal Investigation Bureau



Roland Butler  
Lieutenant Colonel  
Field Operations 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 led 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 STATE (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. This bureau includes the Criminal Enforcement Division, Forensic Sciences Division and the Licensing Division. Using a regional, yet statewide configuration, the Criminal Investigation 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 2020 U.S. Census, Maryland's population was 6,177,224. This ranked Maryland as the 18<sup>th</sup> most populated state in the country. Although Maryland is a relatively small state (geographically), as of 2020, it ranked 7<sup>th</sup> in population density with 636.1 persons per square land mile. 2025 estimates indicate the population is about 6,244,890. Overall, Maryland has shown a population growth of 7.0% from the 2010 census. The population of Maryland is projected to steadily grow through 2045.

**Historical and Projected Total Population for Maryland's Jurisdictions**  
*(December 2020)*

	Census <u>1970</u>	Census <u>1980</u>	Census <u>1990</u>	Census <u>2000</u>	Census <u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2025</u>	<u>2030</u>	<u>2035</u>	<u>2040</u>	<u>2045</u>
<b>MARYLAND</b>	3,923,897	4,216,933	4,780,753	5,296,486	5,773,552	5,982,810	6,074,750	6,244,980	6,413,690	6,588,760	6,739,410	6,873,330
<b>BALTIMORE REGION</b>	<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>2,737,380</u>	<u>2,762,890</u>	<u>2,814,290</u>	<u>2,864,350</u>	<u>2,914,680</u>	<u>2,964,210</u>	<u>3,001,930</u>
Anne Arundel County	298,042	370,775	427,239	489,656	537,656	562,870	582,880	595,010	608,990	620,350	632,200	645,190
Baltimore County	620,409	655,615	692,134	754,292	805,029	827,770	830,310	838,560	846,590	858,920	873,130	883,980
Carroll County	69,006	96,356	123,372	150,897	167,134	167,550	169,000	171,700	174,150	177,490	180,800	184,150
Harford County	115,378	145,930	182,132	218,590	244,826	250,030	257,680	264,870	271,860	280,560	289,220	294,250
Howard County	62,394	118,572	187,328	247,842	287,085	313,350	327,990	344,150	356,860	364,640	368,830	369,220
Baltimore City	905,787	786,741	736,014	651,154	620,961	615,810	595,030	600,000	605,900	612,720	620,030	625,140
<b>WASHINGTON SUBURBAN REGION</b>	<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>2,183,270</u>	<u>2,227,910</u>	<u>2,299,000</u>	<u>2,366,330</u>	<u>2,439,900</u>	<u>2,497,070</u>	<u>2,548,340</u>
Frederick County	84,927	114,792	150,208	195,277	233,385	245,000	264,780	285,690	300,580	316,360	329,150	341,130
Montgomery County	522,809	579,053	757,027	873,341	971,777	1,032,270	1,051,990	1,087,290	1,124,790	1,167,700	1,197,150	1,223,340
Prince George's County	661,719	665,071	728,553	801,515	863,420	906,000	911,140	926,020	940,960	955,840	970,770	983,870
<b>SOUTHERN MARYLAND REGION</b>	<u>115,748</u>	<u>167,284</u>	<u>228,500</u>	<u>281,320</u>	<u>340,439</u>	<u>357,630</u>	<u>373,000</u>	<u>393,970</u>	<u>413,630</u>	<u>432,740</u>	<u>450,800</u>	<u>469,430</u>
Calvert County	20,682	34,638	51,372	74,563	88,737	90,650	93,310	96,050	97,900	98,740	99,160	99,550
Charles County	47,678	72,751	101,154	120,546	146,551	155,790	164,540	174,220	184,470	194,850	205,290	215,980
St. Mary's County	47,388	59,895	75,974	86,211	105,151	111,200	115,150	123,700	131,260	139,150	146,350	153,900
<b>WESTERN MARYLAND REGION</b>	<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>251,580</u>	<u>258,540</u>	<u>267,300</u>	<u>276,010</u>	<u>283,770</u>	<u>291,750</u>
Allegany County	84,044	80,548	74,946	74,930	75,087	72,650	70,660	71,400	72,150	72,900	73,560	74,200
Garrett County	21,476	26,490	28,138	29,846	30,097	29,600	29,100	29,700	30,250	30,510	30,760	31,000
Washington County	103,829	113,086	121,393	131,923	147,430	150,000	151,800	157,440	164,900	172,600	179,450	186,550
<b>UPPER EASTERN SHORE REGION</b>	<u>131,322</u>	<u>151,380</u>	<u>180,726</u>	<u>209,295</u>	<u>239,951</u>	<u>240,980</u>	<u>244,820</u>	<u>254,230</u>	<u>266,620</u>	<u>280,630</u>	<u>292,490</u>	<u>304,390</u>
Caroline County	19,781	23,143	27,035	29,772	33,066	32,890	33,660	35,550	37,700	40,000	42,200	44,500
Cecil County	53,291	60,430	71,347	85,951	101,108	102,400	103,100	106,100	112,050	119,200	125,450	131,550
Kent County	16,146	16,695	17,842	19,197	20,197	19,600	19,700	20,400	20,900	21,350	21,800	22,250
Queen Anne's County	18,422	25,508	33,953	40,563	47,798	48,480	50,810	53,430	56,320	59,530	62,040	64,650
Talbot County	23,682	25,604	30,549	33,812	37,782	37,600	37,550	38,750	39,650	40,550	41,000	41,440
<b>LOWER EASTERN SHORE REGION</b>	<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>214,570</u>	<u>224,950</u>	<u>235,460</u>	<u>244,800</u>	<u>251,070</u>	<u>257,490</u>
Dorchester County	29,405	30,623	30,236	30,674	32,618	32,250	32,110	33,850	35,160	36,400	37,300	38,240
Somerset County	18,924	19,188	23,440	24,747	26,470	25,710	25,760	26,750	27,450	28,100	28,310	28,500
Wicomico County	54,236	64,540	74,339	84,644	98,733	101,950	104,200	109,400	115,700	120,650	124,650	128,800
Worcester County	24,442	30,889	35,028	46,543	51,454	51,400	52,500	54,950	57,150	59,650	60,810	61,950

Projections for the Baltimore Region based on Round 9A from the Baltimore Metropolitan Council of Government's Cooperative Forecasting Committee.  
 Projections for the Washington Suburban Region based on Round 9.1A of the Metropolitan Washington Council of Governments Cooperative Forecasting Committee.  
 Prepared by the Maryland Department of Planning, Projections and State Data Center, December 2020

# 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	1,568
Sworn Vacancies	109
Civilian Authorized Strength	862
Civilian Vacancies	166
Total Authorized Strength	2,430
Total Vacancies	275



Source: Workday as of December 31, 2021



Bureau	Sworn Occupied Positions	Civilian Occupied Positions
Field Operations Bureau	962	221
Criminal Investigation Bureau	263	148
Support Services Bureau	151	257
Office of the Superintendent	83	70

Source: Workday as of December 31, 2021

The Maryland State Police is committed to hiring, training and retaining an efficient and effective workforce. To counter attrition rates, the Department has developed both sworn and civilian recruiting plans of action. In addition, the Department has collaborated with an advertising firm, created a recruitment video and is advertising on social media. An updated staffing study was completed in 2021. For the duration of this plan, the Department believes that its staffing level will remain steady.



Source: Workday as of December 31, 2021

Sworn Tenure	Sworn Total
0-5	296
6-10	376
11-15	229
16-20	271
21-25	200
26 +	87

# 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.

	<b>Strengths</b>	<b>Weaknesses</b>
<b>I n t e r n a l</b>	<ul style="list-style-type: none"> <li>• Agency Incident Management Team</li> <li>• Aviation Medevac Program</li> <li>• Commercial Vehicle Enforcement</li> <li>• DUI Enforcement/ARIDE Training</li> <li>• Forensic Science Division</li> <li>• Fusion Center Partnership</li> <li>• High Visibility Enforcement/Engagement to Assist Local Allied Agencies with Crime Suppression</li> <li>• Maryland Gun Center</li> <li>• Military Liaison Program</li> <li>• Mobile Field Force</li> <li>• OSFM EOD Program/Bomb Squad</li> <li>• Preventive Radiation and Nuclear Detection</li> <li>• Statewide Jurisdictional Authority</li> <li>• Stringent Hiring Process</li> <li>• Support to Allied Law Enforcement</li> <li>• Technology (E-TIX, RAPID)</li> <li>• The MSP Brand-Integrity, Fairness, Service</li> <li>• Wellness Program</li> </ul>	<ul style="list-style-type: none"> <li>• Civilian Employees Salaries</li> <li>• Crypto Currency and Related Financial Crimes</li> <li>• Cyber Threat Investigation Capabilities</li> <li>• Leadership Competence with Confidence</li> <li>• Length of Hiring Process for Civilian Employees</li> <li>• Sustainable Aging Physical Infrastructure</li> <li>• Sustainable Information Technology Infrastructure</li> <li>• Sustainable Vehicle Fleet Funding</li> </ul>
	<b>Opportunities</b>	<b>Threats</b>
<b>E x t e r n a l</b>	<ul style="list-style-type: none"> <li>• Attorney General Independent Investigations Div.</li> <li>• Community Partnerships</li> <li>• Customer Service</li> <li>• Data Driven Decision Making</li> <li>• Developing Law Enforcement Leaders</li> <li>• Equitable and Inclusive Workforce</li> <li>• Expanding Role in Inter-jurisdictional Enforcement</li> <li>• Integrated Info. Sharing with Allied Agencies</li> <li>• National Incident-Based Reporting System</li> <li>• Police Reform/Accountability</li> <li>• Social Media Expansion</li> <li>• Strategy Focused Criminal Enforcement</li> <li>• Technical Investigative Capabilities</li> <li>• Traffic Incident Management</li> <li>• Working with Locals/Corroboration with Allies</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to Adapt to Legislative Changes</li> <li>• Ability to Fill Employee Vacancies</li> <li>• Adapting to Law Enforcement's Future Role</li> <li>• Aviation Program Sustainability</li> <li>• Civil Unrest</li> <li>• Cyber Attacks</li> <li>• Future Fiscal Concerns</li> <li>• Increasing Demands on Licensing Division</li> <li>• Limited Number of Positions</li> <li>• Managing Public Expectation of Law Enforcement</li> <li>• Natural and Man-made Disasters</li> <li>• Non-Fact-Based Reporting on Law Enforcement</li> <li>• Public Mistrust</li> <li>• Sustainable Grant and Asset Forfeiture Funding</li> <li>• Unfunded Legislative Mandates</li> <li>• Worldwide COVID Pandemic</li> </ul>

# Planning for Tomorrow

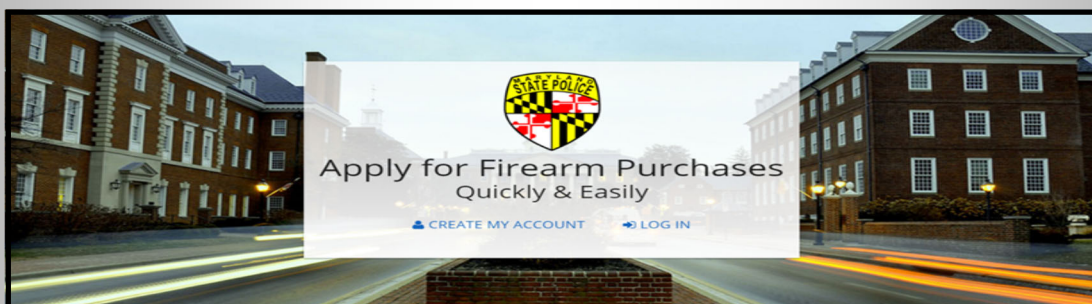
The Maryland State Police’s Managing for Results report allows executives, legislators and the public to see past and current workload trends. Compiling this data allows the Department to estimate its future workload, which is presented in a multi-year format. The Managing for Results report is published annually in the Department of Budget and Management’s Proposed Operating Budget.

Currently, 107 individual buildings are either owned, leased or maintained by the Department. The Department has experienced success in realizing great achievements within its Facilities Master Plan. The Facilities Master Plan identifies the need and priority of capital building projects projected over a ten-year period. Construction for a new Cumberland Barrack was completed in 2021. Architectural design for a new Berlin Barrack, which will include a forensic laboratory that will provide much needed forensic services to all law enforcement agencies on the Eastern Shore, began in June 2020 with an estimated project completion date of late 2024 / early 2025. The Department is continually evaluating and inspecting its owned and leased properties, gauging their necessity based upon needs, fiscal situation and priorities.

The Maryland State Police is dedicated to providing citizens with professional troopers who are equipped to perform their duties. One of the most important tools for a state trooper is their vehicle. It not only serves as a means of transportation, but it also serves as a “mobile office.” The Department’s multi-year Motor Vehicle Replenishment and Sustainability Plan lays out the groundwork for steady vehicle replacement.

The Department acknowledges that in order to be an effective 21<sup>st</sup>-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. In 2017, the Department evaluated two separate in-car camera systems in an effort to identify the most suitable technology. In 2018, The Department selected, procured and began the installation of in-car camera systems into the patrol fleet. As of October 5th, 2022, 624 in-car camera systems have been installed across 23 barracks to troopers holding the rank of lieutenant and below. Additional in-car camera installation will occur throughout 2022, and the completion of this next phase will bring the total number of in-car camera units to approximately 680. Body-worn camera deployment began in June 2022. As of October 5th, 2022, 575 body-worn camera units have been deployed. Additional BWC unit deployments will take place throughout 2022, and with the completion of this next group will bring the total number of BWC units to approximately 735.

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 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 "ensur[ing] 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. As part of this process, the Superintendent meets with unit commanders to evaluate each unit's progress and efficiency. Commanders, in a supportive but structured format, are held accountable for the performance of their units.



# Strategic Goals

**Goal #1:** Prevent and investigate crime while supporting allied law enforcement agencies.

The Maryland State Police recognizes that it is in a unique position to prevent and investigate 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.

- Investigate and disrupt large scale multi-jurisdictional opioid/heroin drug trafficking 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 agencies, 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 agencies and the Department of Public Safety and Correctional Services to identify gang members in an effort to dismantle criminal street gangs - Strategic 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 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 who assists in 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 the 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 high congestion areas during rush hours - Traffic Incident Management Section
- 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 to ensure safer vehicles 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 improving the quality of life. The following strategies will be used to reach this goal.

- 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
- In conjunction with local health departments, assist individuals with opioid dependencies in getting treatment - Heroin Investigation Unit
- Train all patrol troopers to recognize the signs of opioid overdoses and equip them with Naloxone to reverse the effects of an 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
- Develop and host a pro-active community outreach program on internet crimes against children, educating both parents and children on internet safety - Technical Investigation Section
- Evaluate and take appropriate action on citizen feedback as it relates to services provided by the Department, using web-based surveys, citizen comment brochures and social media to evaluate its customer service - Office of Media Communications and Office of Equity and Inclusion
- In an effort to educate the public and save lives, provide Civilian Response to Active Shooter Events (CRASE) training to both the private and public sectors - Education and Training Division
- Automate/convert all remaining paper applications within Licensing Division to an electronic format - Licensing Division
- Successfully manage the construction of a hoist training platform and implement a revised hoist training program to reduce training time on Department aircraft by 10% - Aviation Command

# 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 recruiting plan that includes strategies to recruit highly qualified and diversified applicants. The Maryland State Police strives to achieve and maintain a statewide police force whose demographics parallel its State’s employment eligibility demographics. 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
- 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
- Outfit and deploy purchased vehicles at a rate of four vehicles per week in order to effectively equip the patrol force - Motor Vehicle 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
- Conduct all property and evidence inventories, both announced and unannounced, as required by CALEA and MSP policy - Accreditation & Accountability Section
- For each new academy class, ensure an increase of at least 1% in each underrepresented demographic within the Maryland State Police sworn workforce - Human Resources Division
- Upgrade the current Performance Appraisals System to an online system to increase efficiency, decrease errors and extrapolate usable data - Office of Promotional Testing
- Integrate the Facility Management Division and Finance into Monday.com to increase operational efficiencies with QMD - Quartermaster Division
- Improve the technical accuracy and investigative effectiveness of all Criminal Enforcement Division work with a 5% increase in case closures - Criminal Enforcement Division
- Develop a basic death investigation and crime scene security training program - Homicide Unit
- Implement computerized maintenance management software (eMaint), automating preventive maintenance, reporting and scheduling to efficiently maintain facilities and accurately project and budget for critical maintenance needs, sustaining facilities statewide - Facilities Management Division

# Evaluating the Plan

Members of the Maryland State Police have been serving the citizens of Maryland for the past 101 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 that this plan is a living document that 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.

To learn more about the Maryland State Police, please visit us on social media:

[www.mdsp.maryland.gov](http://www.mdsp.maryland.gov)

[Facebook.com/MarylandStatePolice](https://Facebook.com/MarylandStatePolice)

[Twitter.com/mdsp](https://Twitter.com/mdsp)

[Youtube.com/MarylandStatePolice](https://Youtube.com/MarylandStatePolice)

**Maryland State Police... it's more than a career, it's a calling.**



The Maryland State Police has been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2014 and was reaccruited in 2017.