

Strategic Plan

The Framework for Our Future



MARYLAND STATE POLICE

**A STATEWIDE FORCE
FOR A
SAFE & SECURE MARYLAND**

2014

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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

It is an important milestone for the Maryland State Police to publish this Strategic Plan. The plan will serve as a guide to our organization as it continues on its path of greatness. Dwight D. Eisenhower, 34th President of the United States and Allied Supreme Commander for Europe during World War II, said, "Plans are nothing ... planning is everything." As such, this plan is important, but not as important as the process that occurred in developing it. I extend my thanks to all who worked on the plan and contributed to it in an effort to ensure the Maryland State Police remains strong in the future.

For more than 90 years, the greatest strength of the Maryland State Police has been its people and that remains true today. Other strengths have included the MSP "brand" and our unique ability to address crime, highway safety and homeland security throughout Maryland from an inter-jurisdictional perspective. Historically, the Maryland State Police has been recognized nationally as an innovative law enforcement leader with operational and administrative expertise in many areas.



Colonel Marcus L. Brown
Superintendent

It is our challenge in the future to build on our many successes and strengthen those areas and functions that need improvement. We strongly believe that the Maryland State Police is uniquely positioned to lead the fight against terrorism; violent crime with a focus on gangs, guns, drugs and fugitives; domestic violence; and, traffic-related death and injury in all jurisdictions within Maryland. Patrol, investigative and specialized units, such as the Forensic Sciences Division, Aviation Command, and Records Command, provide us with unique platforms to assist local law enforcement agencies in their efforts. As a leader in highway safety, we will embark on revitalized efforts to deal with aggressive and drunk driving. We will apprehend the criminals and terrorists who use our highways to smuggle drugs, cigarettes, counterfeit goods, weapons, and more.

Our leadership role in advancing law enforcement technology will be strengthened by using our



successes with E-TIX, RAPID, LInX, LPRs, 700 MHz radio system, ACRS and the CAD/RMS, as models of what the Maryland State Police can accomplish in this area. The use of performance measuring or monitoring strategies such as MSPStat will continue to be prioritized. We will embark upon the pursuit of national accreditation. Finally, we will continue to strive to recruit, train and educate a diverse workforce that is highly capable of leading the MSP in efforts to ensure a safe, secure Maryland.



The Maryland State Police has faced many challenges, including those driven by the recent fiscal crisis. Our nation and state still have much to do to address the effects of the recession. Despite the downturn in the economy, the Maryland State Police began two academy classes in 2013. Enhanced labor agreements have been ratified that include increased compensation. Additional computers and patrol cars have been purchased. Our world-renowned Aviation Command has taken delivery of the first of our new multi-mission Agusta AW-139 helicopters.

We must never lose sight of the concept of “purposed policing.” Everything we do must have a clear purpose and it must be connected to the well-being of the people of Maryland and those who visit our State. Our ultimate goal is to impact the areas where crime and traffic cause the greatest harm and where people are at risk and in fear.

Every trooper and civilian employee plays a role in advancing our agency. Each employee is a leader within his or her immediate sphere of work and has the power to influence positive change. The agency and the people of Maryland count on all of us to make the right decisions and do our job to the best of our ability to achieve whatever outcomes may be needed. We have a mandate to change and I encourage all members of the Department to be innovative. We must support an environment within every bureau and unit to allow individuals to take risks in the effort to attain our mission with ingenuity and creativity. We must encourage problem solving and decision making to be conducted at the lowest level possible. It is critical that we empower our people and empower ourselves. This simply means that we allow our people, who are the most valuable resource within our organization, to do their jobs and have a say in making changes to get the job done.

The Maryland State Police is and will continue to be one the nation’s most recognized and respected law enforcement agencies. This status is earned and will prevail based on continuous self-assessment, willingness to change and improve, attention to the needs of the people, and an unwavering commitment to serve the neighborhoods and communities of the State of Maryland.



VISION, MISSION, GOALS & VALUES

VISION	The Maryland State Police: A Statewide Force for a Safe & Secure Maryland
MISSION	The mission of the Maryland State Police is to serve the people of Maryland and those who visit our State through purposed policing that protects our citizens, prevents criminal acts and traffic crashes, and provides the highest quality of law enforcement services available anywhere. This is accomplished through a network of local barracks and specialized divisions working in consultation and cooperation with allied public safety agencies to address issues impacting public safety in Maryland and each jurisdiction through an inter-jurisdictional strategy.
GOALS	Prevent and Reduce Violent Crime in Maryland; Protect Maryland from Foreign & Domestic Threats; Prevent Fatalities & Injuries from Traffic Crashes; Provide Support to Allied Law Enforcement Agencies & Communities; and, Develop a World-Class Workforce that is Equipped with the Technology, Tools & Training to Serve Maryland Efficiently & Effectively.
FOCUS	Interstate Highways & Major Roadways to: <ul style="list-style-type: none">• Reduce death and serious injuries from motor vehicle crashes.• Apprehend criminals and terrorists. Gangs & Criminal Enterprises to: <ul style="list-style-type: none">• Reduce violent crime associated with gangs or other inter-jurisdictional criminal enterprises with an emphasis on guns, drugs, fugitives and repeat violent offenders. Support Local Law Enforcement through: <ul style="list-style-type: none">• Resources from Specialized Units.• Innovative crime fighting technology.
VALUES	Troopers will continuously recommit to their Oath of Office as a contract to uphold the Constitution of the United States, accomplish the mission of the Maryland State Police, and serve the people of the State and nation to the best of their ability while supporting our values of: <i><u>Integrity</u></i> : uphold the public trust by being honest and maintaining the highest standards of ethical and moral character. <i><u>Fairness</u></i> : treat all people with respect and preserve every person's dignity in an unbiased manner. <i><u>Service</u></i> : provide dedicated and compassionate assistance to all citizens.



OUR VALUES – A DISCUSSION

INTEGRITY Law enforcement is, and always will be, an honorable profession. It will remain so as long as those who choose a law enforcement career maintain the highest standards of integrity. They must take pride in their work, their agency and the communities they serve. They must know that how they act everyday determines the respect, confidence, trust and loyalty of the citizens they serve.

The sworn and civilian employees who comprise the Maryland State Police continue to demonstrate ethical behavior and sound moral judgment. They exhibit the honor of service to the profession, state and nation. They have established and continue to build a reputation based on reliability, decency and an unwavering commitment to the Maryland State Police mission and values.

Every employee is a guardian of the agency's integrity. Every employee plays a role in forging, through his or her behavior and professionalism, how the people of Maryland perceive and support their State Police.

FAIRNESS Fairness is far more than impartiality – it is synonymous with justice. The Maryland State Police is responsible for the protection, administration and assurance of justice on behalf of all of the people it serves.

Achieving fairness involves understanding how action will affect people before it is taken. It involves respecting uniqueness while holding all people accountable to the law. It is balancing tolerance and intolerance. It is protecting people from those who would infringe on their rights and freedoms. It is what troopers do routinely and what they must always do.

SERVICE All employees of the Maryland State Police chose and are granted the privilege to serve. Everything the agency does, from establishing its organizational structure to the training provided to personnel, is designed to support the delivery of service to the people of Maryland. Maryland State Police troopers and civilian personnel are predisposed to the motives and values embraced by public institutions – helping, caring, problem solving, and sustaining a decent quality of life for all people.

Service is what Maryland State Police employees do. It is the basis for how they are judged by others, including their peers, other government officials, and colleagues in the law enforcement community. It is what drives troopers to take risks, face unknown and extraordinary elements of danger, and work in every conceivable environment.

Every Maryland State Police employee has an exceptional control over how he or she serves. He or she makes the determination to serve with excellence, or mediocrity, in every encounter. It is the agency's role to provide the support and motivation to continue and expand the norm of excellence in service delivery. It is every employee's responsibility to achieve the same.



MANDATE FOR CHANGE



The Maryland State Police was founded in 1921 because of changes in society. Governor Albert Ritchie had become concerned about the increasing numbers of automobiles that were causing roads to become unsafe. In addition, he recognized that criminals were using automobiles to expedite their escapes from crime scenes and transport themselves quickly to other parts of the State. To address these concerns, he ordered the formation of a statewide police force to deal with criminals' use of a new technology – the automobile. Since 1921, Maryland and our society have changed in many ways. At times, the Maryland State Police adapted to these changes; in other instances, it was slow to transform its operations to meet changing needs.

In 1976, Colonel Thomas S. Smith ordered an in-depth study to review the goals and mission of Maryland's 1,500 state troopers. As a result, he recognized that Maryland was changing and began entering into agreements with allied law enforcement agencies defining jurisdiction and establishing cooperative enforcement efforts.

The fiscal austerity affecting state government in the early 1980's led to further changes in the role of the Maryland State Police as several barracks limited their patrols to interstate highways or major roadways. By the early 1990s, the Maryland State Police had grown to over 1,700 troopers, the highest level of all times. Then a severe recession hit our country. Barrack closures, trooper lay-offs and the decision to withdraw our services from the Baltimore-Washington International Airport led to a significant reduction in staffing. Meanwhile, regulatory responsibilities and mandates continued to grow for the Department while additional barracks transitioned from primary law enforcement responsibility and began to focus their efforts on interstate roadways.

The next twenty years saw substantial growth in population in Maryland and a corresponding growth in the size and number of county and municipal law enforcement agencies. Multi-jurisdictional and Internet-based crimes became more common and widespread in Maryland. Following September 11, 2001, concerns regarding homeland security were significantly heightened.

Over the last ten years, the budget for the Maryland State Police has increased by nearly \$70 million. However, the national recession of 2008 led Maryland and other governments across our nation to limit spending increases. In order to meet rising costs associated with salaries and benefits such as pensions, the Maryland State Police restricted spending on operational-related items such as facilities, facility maintenance and vehicles.



Through all of these challenging economic times, the number of authorized sworn personnel has remained relatively constant. On July 1, 2013, the sworn authorized strength of the Maryland State Police was 1,571 troopers.

During a period of serious economic challenge in New Zealand, Earnest Rutherford, a renowned physicist in that country, said “We are running out of money – so now, we must begin to think.” The year was 1927, but the circumstances and the sentiment could be applied to the situation we have been facing in our own country for the past several years. We must think differently, which includes thinking of ways that we can continue as a proud and innovative organization.



The state and nation have changed and the Maryland State Police must adapt. Now is the time for the Maryland State Police to reconsider, identify and articulate our mission and focus. The Department must reconsider its approaches to reducing violence, other crimes, motor vehicle crashes and issues that disrupt community well-being. To do that, we need to identify those functions where statewide law enforcement leadership and intervention are appropriate and necessary. As was stated in the Public Safety Transition Subcommittee Transition Report in 2007, we must focus on functions the Maryland State Police has the unique capability or expertise to deliver.



We must continue to provide value. Every employee has a responsibility to demonstrate that the Maryland State Police provides unparalleled return on investment to the people of Maryland and our peer agencies.



VISION FOR ORGANIZATIONAL RENEWAL

Maryland needs, and must support, a comprehensive state police organization – the Maryland State Police. This is not an option. The Maryland State Police will remain one of the nation’s premiere full-service state law enforcement agencies. It will not evolve into a highway patrol or a bureau of criminal investigation. The mission of the Maryland State Police is simple - help and protect people. The Maryland State Police has and will continue to fulfill a role that no other law enforcement agency is capable of providing. Every member of the Department is a crime fighter regardless of assignment, rank or position.



The fight against violent crime should always be in the forefront of our efforts, but we must never forget that serious traffic offenses (such as aggressive driving and drunk or drugged driving) often result in violent outcomes.

The Maryland State Police will attain its mission tactically and strategically. The Department will support our allied law enforcement partners tactically through the long-term work of barracks and task forces. We will also support our allied partners through specific, short-term, targeted initiatives. The

Maryland State Police will fulfill its mission through a statewide strategy that includes the coordination of law enforcement efforts through the work of the Criminal Investigation Bureau, the Bureau of Special Operations and other specialized units.

The Maryland State Police must respect its rich history and tradition. Since its formation in 1921, it has served every jurisdiction in Maryland effectively and without hesitation. It will continue to be represented in every jurisdiction, playing an active and relevant law enforcement role. It will continue to deliver value to citizens, local and state officials and allied agencies on a daily basis.

The Maryland State Police serves every jurisdiction in a somewhat different manner, but always with attention to providing the full range of police services. Terms such as “traffic barrack” or “highway barrack” must no longer be part of our vocabulary. Every sworn member of this Department is first and foremost a trooper – a “full service” trooper. Every barrack is a “full service” barrack.

The Maryland State Police is in the best position to lead law enforcement in those areas that involve multiple jurisdictions or cross-jurisdictional lines. These include, but are not limited to, preventing and mitigating acts of terror and other criminal enterprise, narcotics trafficking, and traffic violations on the state’s roadways.



The agency has broad responsibility to coordinate and support law enforcement response to crimes and crashes that occur in the state. The Maryland State Police will continue to administer and support the operations, programs and systems that strengthen all allied law enforcement agencies in Maryland.

The Maryland State Police will continue to serve as the primary law enforcement agency in certain jurisdictions and regions, but will not compete for calls for service where county or municipal police departments are growing. We will focus our resources and concentrate on areas where crime is highest, where traffic issues are worst and where help is needed most.

Memoranda of Understanding (MOUs) with allied law enforcement agencies play an important role in preventing duplication of effort and reducing conflicts. MSP will routinely review all MOUs to ensure they meet the needs of the involved agencies and the citizens they protect. Adjustments may be made to ensure operating efficiency and the appropriate fulfillment of the Maryland State Police role to provide support and leadership to local law enforcement.

The four Maryland State Police bureaus and their units are all critical to the Department. While all roles within the agency are important, none surpasses that of uniformed troopers on patrol. They generate the activity around which much of the agency revolves and are the primary connection to the people of Maryland. They conduct the preliminary investigations, collect the information and establish the leads. They make quality follow up investigations, intervention, and service by other teams and units, possible.

At the end of your shift, ask yourself what you did that day to impact crime, increase traffic safety, protect the homeland or support allied law enforcement. If you can honestly answer that you have made a positive impact on one of those areas, you have done your job. If you cannot, then you need to reassess and work with your supervisors and command staff to re-direct your efforts.

At the beginning of every shift,
take a minute to remember
the forty-three Maryland State Troopers
who have made the ultimate sacrifice.



With your actions, honor their memory every day.



THE MARYLAND STATE POLICE BRAND



The Maryland State Police has one of the most-respected and widely recognized “brands” in law enforcement. It is the result of more than 91 years of dedication and hard work and it is a source of pride for all of us. It is a driving force that compels the agency to strive toward the highest standards of performance and do whatever is needed to protect the people of Maryland.

The brand is built on and reflects the entire experience that citizens, government officials and allied agencies have with the Maryland State Police. It is built on the promises we make, the service we deliver, and the image we convey. Every current and former employee owns, is responsible for, and is part of the brand.

The Maryland State Police brand is much more than image alone. No brand endures based simply on outward appearance. The Maryland State Police brand is dynamic and reflects the action, interaction and achievements of every employee every day. The quality and substance of our work is why people call, depend on, trust and join the Maryland State Police.

Every trooper exemplifies the brand and all it represents. Every trooper has the power to positively influence others within the agency and throughout the community. Every trooper serves as a model that new trooper candidates must strive to emulate. Walter Payton of the Chicago Bears said, “I want to be remembered as the guy who gave his all whenever he was on the field.” Troopers are “on the field” anytime they represent the State Police and are known for giving their all.

The Maryland State Police brand did not evolve by accident or chance. It represents the unwavering service of people – from our newest employees to our retirees. It represents their commitment to integrity, fairness, service, respect and teamwork.

The brand will endure because the men and women who are the Maryland State Police will continue to innovate, solve problems and provide quality service to the people of Maryland. They will work efficiently, adapt to change and be accountable. They will live their oath, build on success and continue to earn the respect of their peers and, most importantly, the citizens and communities they serve. They have met extraordinary challenges in the past and will continue to do so in the future, without question or hesitation.

It is because of the people who are the Maryland State Police that the brand remains shining and secure.



DIVERSITY & INCLUSION

Trust and credibility are the cornerstones of every law enforcement agency. In part, trust and credibility are dependent on a diverse workforce that reflects the community it serves.

The Maryland State Police will build and sustain a workforce that consists of highly-qualified, skilled and motivated personnel. Factors other than merit or qualifications must never be barriers to selection, assignment and advancement and should never inhibit cooperation, collaboration and communication.



Diversity is a collective effort. All Maryland State Police employees should make a personal and professional commitment to advancing diversity and equality within the organization. For the Maryland State Police to realize its full potential and maintain its status as a premiere law enforcement agency, all employees must:

- assume responsibility to monitor the agency's efforts to achieve diversity and inclusion;
- play an active role in recruiting, teaching and mentoring new personnel;
- support colleagues in pursuing their career goals; and
- identify and communicate information, without hesitation, about potential problems, biases, barriers and unfair treatment.

Diversity and inclusion within the Maryland State Police are essential to meeting the challenges that lie ahead. They are critical to the current and future well-being of the Maryland State Police and the State of Maryland.



THE PLANNING PROCESS

Strategic Planning is the process by which the Maryland State Police determines what it intends to be in the future and how it will get there. The process is used to develop a vision for the organization's future and determine the necessary goals and strategies to achieve that vision. Included are measurable goals, which are realistic and attainable but also challenging. The process is ongoing and involves charting a course that is wise, then adjusting that course as appropriate. The Maryland State Police identified five strategic directions or goals with associated strategies to serve as the basis of a multi-year plan that is aligned with Maryland's 15 strategic and visionary goals to improve the quality of life in the State. Units prepare Action Plans describing how they will apply the strategies to their specific function to include objectives with measures. The Office of Strategic Planning oversees Maryland State Police planning functions. Subordinate plans and annual analysis reports are assigned to applicable units for preparation and maintenance as follows:



Subordinate Plans

Capital Plan	Facilities Management Division
Patrol Vehicle Replacement Plan	Motor Vehicle Division
Media Plan	Office of Media Communications
Multi -Year Plan	Office of the Superintendent
Staffing Model	Office of the Superintendent
Information Technology Multi -Year Plan	Office of Technology Management
Succession Plan	Planning & Research Division
Recruiting Plan	Recruitment & Selection Unit
Future Funding Plan	Strategic Planning Command
Sworn & Civilian Staffing Plan	Strategic Planning Command

Annual Operational & Administrative Analysis Reports

"Stop Doing " Analysis	Bureau Chiefs
Grievance Analysis	Human Resources Division
Personnel Action Analysis	Human Resources Division
Recruiting Analysis	Human Resources Division
Complaint Against Personnel Analysis	Internal Affairs Division
Pursuit Analysis	Internal Affairs Division
Use of Force Analysis	Internal Affairs Division
Departmental Collision Analysis	Motor Vehicle Division
Disciplinary Action Analysis	Office of the Department Prosecutor
Fair Practice & EEO Analysis	Office of Fair Practices
Crime Trend Analysis	Central Records Division
Intelligence Analysis	Planning & Research / MCAC
Motor Vehicle Crash Analysis	Field Operations Bureau & MHSO
Promotional Analysis	Office of Promotional Testing



STRATEGIC PLAN

The Maryland State Police has identified five goals to drive a multi-year plan for action. Each goal is supported by a series of strategies with a focus on interstate highways and major roadways; gangs and other inter-jurisdictional criminal enterprises; and, support to local law enforcement through specialized units and innovative crime fighting technology. Our goals are aligned with the Governor's strategic goals.

GOAL 1: PREVENT AND REDUCE VIOLENT CRIME IN MARYLAND

STRATEGY 1: FOCUS ON INTER-JURISDICTIONAL AND CROSS-BORDER CRIME

Concentrate patrol, investigative and analytical intelligence efforts on inter-jurisdictional crimes in Maryland as well as those crimes that cross state lines. We will focus on criminal enterprises, such as criminal gangs and organized crime, by targeting illegal guns, drugs and vehicle thefts.

STRATEGY 2: VIOLENCE PREVENTION

Identify violent criminals and hold them accountable. Working in cooperation with the Division of Parole & Probation and allied partners, we will identify and apprehend repeat offenders and fugitives wanted for violent crimes.

STRATEGY 3: WARRANT SERVICE

Increase the effectiveness of our warrant services to quickly locate and arrest wanted offenders. Through state and local collaboration, we will ensure the number of open warrants is reduced and remains below previous levels. We will focus on all warrants, regardless of the issuing agency or authority.

STRATEGY 4: VIOLENCE AGAINST WOMEN AND CHILDREN

Identify and apprehend offenders who commit domestic violence and violence against women and children. We will work in partnership with allied law enforcement agencies, the courts and community groups to address associated issues such as the timely service of protective orders. We will also work closely with the Division of Parole & Probation and other partners to monitor registered sex offenders and ensure compliance with the conditions and terms of their probation.

STRATEGY 5: MARYLAND COORDINATION AND ANALYSIS CENTER (MCAC)

Provide statewide leadership and personnel to support the Maryland Coordination and Analysis Center, so MCAC is able to provide actionable intelligence on crimes, tactical case support and analysis of multi-jurisdictional criminal investigations. The focus will include gangs, guns, warrants and license plate recognition technology.

STRATEGY 6: FORENSIC SCIENCE

Maximize the use of DNA samples, fingerprints, ballistics, trace evidence, blood and chemical analysis to convict the guilty and exonerate the innocent. We will maintain maximum efficiency of Maryland's DNA database. Our crime scene technicians and laboratory personnel will continue to support allied law enforcement agencies.



GOAL 2: PROTECT MARYLAND FROM FOREIGN & DOMESTIC THREATS

STRATEGY 1: INTERDICT TERRORIST THREATS

Identify and capture domestic and international terrorists while focusing on our core mission. We will look for signs of terrorist activity or involvement in the smuggling and interstate transportation of drugs, guns, cigarettes and counterfeit goods.

STRATEGY 2: MARYLAND COORDINATION AND ANALYSIS CENTER

Provide statewide leadership and personnel to support MCAC. This will enable MCAC to gather, analyze and disseminate homeland security information in cooperation with local, state and federal partners.

STRATEGY 3: SECURE CRITICAL INFRASTRUCTURE:

Coordinate with allied law enforcement and private partners to ensure the security of critical infrastructure, including assets controlled by the private sector, and other potential targets while continually reassessing our vulnerabilities.

STRATEGY 4: EXPLOSIVE RESPONSE TEAMS

Work to ensure there are sufficient bomb squad units statewide to provide a timely response to any jurisdiction in need.

GOAL 3: PREVENT FATALITIES & INJURIES FROM TRAFFIC CRASHES

STRATEGY 1: SELECTIVE ENFORCEMENT

Conduct focused enforcement initiatives based on an analysis of fatal and personal injury traffic crashes. This analysis will include the use of modern data driven mapping systems. Enforcement efforts will be conducted to support [Maryland's Strategic Highway Safety Plan](#) and the [Toward Zero Deaths](#) initiative.



STRATEGY 2: FOCUSED MEDIA INITIATIVES

Conduct public information and education campaigns, to address local and statewide highway safety issues, using websites and social media.

STRATEGY 3: SPECIALIZED UNIT SUPPORT

Deploy specialized units to prevent injuries and deaths from crashes. These specialized units include Aviation Command, Commercial Vehicle Enforcement Division, Automotive Safety Enforcement Division, Motor Unit and Crash Team.



GOAL 4: PROVIDE SUPPORT TO ALLIED LAW ENFORCEMENT AGENCIES & COMMUNITIES

STRATEGY 1: LOCAL TACTICAL SUPPORT

Provide long-term operational support to local jurisdictions through barracks and task forces. We will provide specialized personnel and equipment to support incident specific events that may strain or exceed local jurisdictions capabilities. Specialized resource units include the STATE Team, Mobile Field Forces, Aviation Command, search and rescue coordinators, command vehicles, Criminal Enforcement Division and the Homicide Unit.



STRATEGY 2: STRATEGIC INTER-JURISDICTIONAL & CROSS BORDER SUPPORT

Provide support by assigning specialized units to assist local law enforcement agencies with inter-jurisdictional and cross-border investigations.

STRATEGY 3: LOGISTIC SUPPORT

Provide logistic and administrative assistance to allied law enforcement partners through units such as the Internal Affairs Division, METERS/NCIC Section, Information Technology Division and the Education & Training Division.

STRATEGY 4: COMMUNITY INVOLVEMENT

Work closely with communities, including local government officials, to identify problems, and develop cooperative responses to those problems. We will employ problem-oriented and community-policing strategies.

STRATEGY 5: STATEWIDE INTEROPERABLE COMMUNICATION PROJECTS



Work in conjunction with allied public safety agencies to make modern, interoperable radios and robust computer-aided dispatch systems available to first responders in every region of Maryland. We will continue to support quality inter-agency communication among law enforcement, fire / rescue, and other emergency response agencies during emergencies and disasters.

STRATEGY 6: STATE LAW ENFORCEMENT COORDINATING COUNCIL

Work to coordinate the combined resources and response of the other state law enforcement agencies through the State Law Enforcement Coordinating Council. We will direct these resources to assist our allied law enforcement partners and communities in crime-fighting initiatives or to address incident-specific events that may strain or exceed local jurisdictions capabilities.

STRATEGY 7: CRIME SCENE & FORENSIC SCIENCES SUPPORT

Provide crime scene services to more than 60 allied law enforcement agencies and forensic sciences laboratory services and training to more than 160 allied law enforcement agencies throughout the state.



STRATEGY 8: COMMUNITY RISK REDUCTION – FIRE INVESTIGATIONS & SAFETY

Work with our allied partners to provide comprehensive fire inspection, fire and explosive investigation and public fire safety education in communities throughout the state.

STRATEGY 9: BUSINESS CRIME

Support Maryland business by establishing a Small Business Crime Intervention Program. This program will strategically target the unique prevention needs and fears of small business people since crime may be a factor in as many as 30% of business failures. The program will be coordinated with the Maryland Community Crime Prevention Institute from an inter-jurisdictional perspective.

GOAL 5: DEVELOP A WORLD-CLASS WORKFORCE THAT IS EQUIPPED WITH THE TECHNOLOGY, TOOLS & TRAINING TO SERVE MARYLAND EFFICIENTLY & EFFECTIVELY

STRATEGY 1: VALUES

Uphold the Maryland State Police values of integrity, fairness and service.

STRATEGY 2: RECRUITING & SELECTION

Identify and select highly-qualified, diverse candidates to become members of the MSP.

STRATEGY 3: DIVERSITY & INCLUSION

Work to build and maintain a workforce that represents the population it serves. We will ensure that all employees are treated with respect and dignity and foster an environment where all employees are confident that they have equal opportunities for advancement. We will continuously review processes such as assignment, rotation, discipline and promotions to ensure quality, fairness and openness.

STRATEGY 4: TRAINING & EDUCATION

Provide superior entry-level and in-service training for our personnel and encourage their continuing education and pursuit of academic credentials.

STRATEGY 5: EQUIPMENT, TOOLS & TECHNOLOGY

Develop and provide our personnel with the tools necessary to perform their duties professionally and safely.

STRATEGY 6: DATA DRIVEN OPERATIONAL & MANAGERIAL SYSTEMS

Provide our personnel with access to modern, data-driven, crime-fighting and crash-fighting analytics. We will employ resources that include crime mapping to provide accurate and timely intelligence.

STRATEGY 7: EFFICIENCY OF SERVICES THROUGH INNOVATION

Streamline processes in all aspects of our operations. Employees are encouraged to identify areas of the organization that can be improved and develop plans to resolve those identified issues.



STRATEGY 8: VETERAN EMPLOYMENT & SUPPORT

The Military Support & Recruitment Liaison will support the goal of full employment for Maryland veterans by the end of 2015 by actively recruiting veterans and military personnel. In addition, support will be provided to Maryland State Police personnel on active duty.

REMAINING CURRENT

The Maryland State Police will conduct annual comprehensive management and operational assessments to improve its effectiveness and its ability to meet constantly changing demands for service. This analysis will assist us as we seek to earn and maintain accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). These assessments will focus primarily on how units and personnel meet the Maryland State Police mission and legislatively-mandated responsibilities. They will target four areas.



SPECIALIZED UNITS & POSITIONS

Assessments of specialized units and positions will be conducted to determine if they are allocated and supported to effectively and efficiently carry out the Maryland State Police mission. Attention will be given to the purpose that led to specialty units being established to determine if the need remains current and, if so, if resources are sufficient and directed to meet the need.

WRITTEN DIRECTIVES

To prevent our policies and procedures from becoming outdated, all written directives will be reviewed annually to determine relevance, currency and legal sufficiency. This assessment process will include a review of all corresponding MSP forms and Decentralized Line Inspection programs.

MEMORANDA OF UNDERSTANDING

All operational MOUs will be reviewed by the affected unit and the Planning & Research Division. This review will ensure that each MOU is consistent with the strategic plan and meets the needs of the involved agencies and the people they serve. These reviews will assess the value of the MOU to the people of Maryland and its impact on the role of the Maryland State Police in each jurisdiction or task force. Adjustments will be made as needed.

REGULATORY RESPONSIBILITIES AND LEGISLATIVE MANDATES

A review will be conducted of regulatory responsibilities or mandates to determine current need, impact on services and resources and appropriateness to a state law enforcement agency. The Maryland State Police will work closely with the Governor's



Office, other Maryland agencies, allied law enforcement partners and the State Legislature to affect change.

