

BALTIMORE COUNTY POLICE DEPARTMENT



''INTEGRITY...FAIRNESS...SERVICE''

STRATEGIC PLAN 2021 - 2025

Information & Records Management Section

MELISSA R. HYATT

Chief of Police



Integrity...Fairness...Service

BALTIMORE COUNTY POLICE

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A message from the Chief of Police:

Since 1994, the Baltimore County Police Department has used strategic planning as a management tool in the Police Department. Strategic planning allows us to forecast opportunities in the years ahead to improve efficiency while continuing to enhance the quality of life in Baltimore County.

The formulation of a new strategic plan occurs every five years. This current plan serves as a roadmap for our agency as we look towards the future. I am pleased to present to you the 2021 Strategic Plan.

This plan focuses on reducing crime, improving relationships within the community, utilizing technology, officer wellness, and hiring a more diverse workforce reflective of the communities we serve.

Each member of our agency plays a vital role in our success as well as the community and stakeholders throughout Baltimore County. We welcome and encourage your feedback on this plan. The Baltimore County Police Strategic Planning Team can be reached at 410-887-2260.

Sincerely,

Melissa R. Hyatt
Chief of Police



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INTRODUCTION

Since 1994, the Baltimore County Police Department has used strategic planning to enhance services to County residents. It enables us to focus resources on critical strategic issues and problems confronting policing now and in the future. Solutions to these issues involve both traditional and non-traditional police and management approaches. The strategic planning process encourages participation from all levels of the organization and seeks the advice of external groups.

Literature on strategic planning defines the term in various ways. All are roughly synonymous with the following definition: a strategic plan is a general plan or blueprint to enable an organization to meet the challenges of the future. It is a process by which an organization's vision, goals, and objectives (i.e., means for achieving goals) are defined, implemented, evaluated, and updated on a continual basis as a means to adapt and thrive in an ever-changing environment.

The primary benefit of strategic planning is that it enables an organization to stay focused on its priorities. Without a formal planning process, an organization's efforts, resources, and attention may be stretched thin trying to address a multitude of issues. The result can be a superficial approach to problem resolution and, at best, a reactive system that addresses primarily day-to-day concerns. This emphasis on daily demands rarely allows employees to examine issues from a new or different perspective. Thus, creativity and innovation – the very characteristics needed to improve the services provided by an organization – are stifled.

Conversely, the Strategic Plan provides the Department with an opportunity to think beyond today's problems by examining the larger forces that affect service delivery. By managing the Department through planned, well-defined strategies, order and direction are given to the entire organization regarding what is to be accomplished. The Strategic Plan fosters our abilities to invest resources effectively, capitalize on opportunities, solve problems, and craft police services to meet public needs. In addition, the plan and its results enable the Department to demonstrate its effectiveness.

Developing the Strategic Plan is a deductive process, beginning with general premises and concluding with specific issues. The Mission Statement and Organizational Values constitute the most general level of information, and indicate the broad range of beliefs, responsibilities, and services of the Department. *Goals* and *Initiatives* more specifically define what needs to take place to meet current and future demands. *Action Items* state as precisely as possible the necessary steps to ensure success.

Before any organization can effectively plan for the future, it must first define why it exists and what functions it performs. The results of this exercise are commonly known as an organization's statement of purpose or mission. The Department's Mission Statement describes our purpose, our reason for existence. It is permanent, enacted by County Charter and not subject to frequent change.

The Department's Organizational Values provide guidance and direction for decision making and set standards for appropriate employee behavior. Developed in 1993 with input from the entire Department and the community it serves, the values **Integrity**, **Fairness**, and **Service** serve as the foundation for all Department activities.

In June of 2020, the Strategic Planning Team (SPT) began the process of updating our Department's Strategic Plan. The process began with a list of *Goals* and *Initiatives* provided by Chief Melissa R. Hyatt. This information was then presented to a diverse committee of sworn and non-sworn Department members for their input. The information received from the committee members was used to create a draft document by the SPT. This draft document was then reviewed and amended by the affected bureaus and commanders. The final document consists of five *Goals*, 25 *Initiatives*, and 78 *Action Items*.

MISSION STATEMENT

The Mission of the Baltimore County Police Department is to enforce the laws and ordinances of the State and County, safeguard life and property, prevent and detect crime and victimization, preserve the peace and protect the rights of all citizens.

ORGANIZATIONAL VALUES

INTEGRITY

We uphold the public trust by being honest. We maintain the highest standards of ethical and moral character.

FAIRNESS

We treat everyone with respect and dignity in an unbiased manner. We protect constitutional rights through impartial enforcement of the law.

SERVICE

We provide dedicated and compassionate assistance by promoting leadership, cooperation, and creativity. We aspire to improve the quality of life in partnership with the community.

2021 - 2025 STRATEGIC PLAN GOALS

Protect Baltimore County

The Baltimore County Police Department's primary responsibility is to protect those living within the County. The Department will accomplish this *Goal* by working to reduce the amount of crime occurring within the County. The Department will strive to improve the effectiveness of its investigations, and specifically focus on reducing firearms crimes and domestic violence. The Department will work to improve traffic safety and ensure that its members are prepared to address any terror-related events or civil disturbances.

Improve Community Relations

The Baltimore County Police Department recognizes the importance of improving its relations with the communities it serves. The Department will accomplish this *Goal* by working to create a more diverse workforce that is reflective of the County's population. It will work to build a foundation of community trust through the establishment of community advisory committees and increased transparency. It will strive to improve departmental accountability to the community by ensuring its members receive due process during internal investigations, ensuring that an efficient and effective early warning system is in place within the Department, evaluating its members' uses of force, and including civilian members on its hearing board panels.

Implement Modern Technologies

The Baltimore County Police Department will be working to implement modern technologies as a *Goal* of this plan. It will do this by expanding the technologies being used by its members. The Department will be working to improve its communication methods, implement force multiplier systems, and improve its tracking of evidence.

Enhance and Expand Training

The Baltimore County Police Department believes in the importance of ensuring its members are properly trained to complete their duties. The Department will be making efforts to enhance and expand the training provided to its members. The Department will do this by focusing on the sanctity of life and constitutional policing, improving its existing training programs, designing new training methods and programs, and by creating an inclusive approach to its training development and delivery.

Create a More Efficient, Effective, and Safe Workforce

The Baltimore County Police Department understands that its workforce is its most valuable resource. By ensuring its workforce is efficient, effective, and safe, the Department can continue to provide high-quality police services to the residents of Baltimore County, as the County's population continues to grow and the workload placed upon its members continues to increase. The Department will accomplish this *Goal* by enhancing its wellness programs, improving employee benefits, increasing members' access to relevant information, decentralizing decision-making, identifying and eliminating inefficiencies, and coordinating and collaborating with other County agencies. This *Goal* will also work to ensure the Department is viewed as a favorable place of employment as it works to increase its personnel levels.

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Goal 1: Protect Baltimore County.

Initiative 1: Reduce Crime.

Action Items

- Increase data driven policing.
- Enhance the partnership with the State's Attorney's Office (SAO).
- Expand Criminal Justice System (CJS) diversion and juvenile intervention programs.
- Develop new strategies for opioid intervention.

Initiative 2: Improve Investigative Effectiveness.

Action Items

- Create data driven review of investigative techniques.
- Expand specialized investigator training.
- Develop a structured homeland security investigative response.
- Expand the confidential informant (CI) program through training and education.
- Enhance relationships between investigators and forensic personnel.
- Enhance community interaction to solve open cases.

Initiative 3: Reduce Firearm Crimes and Domestic Violence.

Action Items

- Initialize proactive response to firearms crimes.
- Increase Domestic Violence Coordinator (DVC) staffing where appropriate.
- Seek enhanced penalties for firearm and domestic violence crimes.
- Establish a Domestic Violence (DV) awareness & education campaign.

Initiative 4: Improve Traffic Safety.

Action Items

- Implement programs intended to decrease traffic fatalities.
- Create data driven deployment strategies.
- Focus driving under the influence (DUI) enforcement efforts.
- Enhance structured proactive enforcement.
- Expand automated traffic enforcement programs.

Initiative 5: Ensure Readiness for Terror-Related Events.

Action Items

- Expand and enhance the Department of Homeland Security's (DHS) Project SHIELD program within Baltimore County.
- Present Countering Violent Extremism (CVE) awareness training to key personnel and private stakeholders.
- Enhance Department's readiness through specialized and virtual suspicious activity reporting and terrorism training.
- Increase and enhance partnerships with local, state, and federal emergency response agencies.

Initiative 6: Enhance Abilities of the Special Response Team (SRT).

Action Items

- Provide SRT leadership with advanced training.
- Procure civil disturbance personal protective equipment for all sworn personnel.
- Establish regular recurrent training programs for Civil Disturbance Units (CDU) and Mobile Field Force (MFF).

- Educate command staff on purpose and capabilities of CDUs and MFF.

Goal 2: Improve Community Relations.

Initiative 1: Create a More Diverse Workforce.

Action Items

- Increase recruitment and hiring of qualified personnel from underrepresented groups, faiths, and cultures, to include:
 - African American
 - Asian
 - Female
 - Hispanic/Latino
- Increase diversity in all internal assignments and ranks.
- Enhance the Diversity & Inclusion Section.

Initiative 2: Build a Foundation of Community Trust.

Action Items

- Create community advisory committees comprised of representatives from minority populations and community leadership, to include:
 - African American
 - Asian
 - Businesses
 - Persons with disabilities
 - Faith-based
 - Hispanic/Latino
 - Homeless
 - LGBTQ
 - Youth
- Expand policies that increase transparency and community partnership.
- Expand the homeless liaison program.
- Revitalize positive youth development.
- Create an Autism/Intellectual Developmental Disabilities (IDD) Outreach Program.
- Renew Department Community Policing initiatives outside of the Community Outreach Teams.

Initiative 3: Improve Departmental Accountability to the Community.

Action Items

- Ensure fair due process for Department members involved in Internal Affairs Section (IAS) investigations.
- Ensure efficient and effective early warning systems.
- Evaluate uses of force.
- Include civilian members on hearing board panels.

Goal 3: Implement Modern Technologies.

Initiative 1: Expand Current Technologies.

Action Items

- Convert desktop computers to laptops to increase worker mobility.
- Improve access to secure agency communications to ensure officer and community safety through situational awareness.
- Expand enterprise record solution (Axon).
- Implement Axon Citizen One-to-One and Citizen for Communities.
- Build capacity in the Technology Section to develop reports and dashboards from the Department's records management system (RMS).

Initiative 2: Improve Communication Methods.

Action Items

- Upgrade Mobile Data Computer (MDC) and MDC modem technology.
- Harness smartphone technology to improve members' access to real-time critical information and communications.
- Modernize Computer Aided Dispatch (CAD) systems to improve communication of call for service information.

Initiative 3: Implement Force Multiplier Systems.

Action Items

- Automate repetitive tasks to reduce employee workload.
- Adapt outdated manual systems to modern technological solutions to streamline workflow.
- Improve Department access to overt public and private video monitoring systems.

Initiative 4: Improve Evidence Tracking.

Action Items

- Expand use of PremierOne software suite to include property and evidence tracking capabilities.

Goal 4: Enhance and Expand Training.

Initiative 1: Focus on Sanctity of Life and Constitutional Policing practices.

Action Items

- Enhance Crisis-Intervention Training efforts and de-escalation training.
- Evaluate additional less-lethal weapons options.

Initiative 2: Improve Existing Training Programs.

Action Items

- Update the Entry-Level Training (ELT) program.
- Enhance the new officer Field Training program.
- Expand training on emergency preparedness.

Initiative 3: Design New Training Delivery Methods.

Action Items

- Expand and enhance online training platforms.
- Create mobile and decentralized training teams.

Initiative 4: Establish New Training Programs.

Action Items

- Partner with local colleges to encourage college degree programs for all personnel.
- Enhance leadership training.
- Enhance the continuing education program for command personnel.

Initiative 5: Create an Inclusive Approach to Training Development and Delivery.

Action Items

- Establish development workgroups in partnership with community advisory committees and the Department's Diversity & Inclusion Officer to identify training needs and guide efforts.

Initiative 6: Improve and Expand Training Capacities.

Action Items

- Begin planning a combined public safety training facility with the Fire Department.
- Modernize and expand training capabilities by the Firearms Training Team.

Goal 5: Create a More Efficient, Effective, and Safe Workforce.

Initiative 1: Enhance Officer and Professional Staff Wellness Programs.

Action Items

- Enhance the Peer Support & Wellness Team.
- Evaluate, redesign, and improve employee work schedules.

Initiative 2: Improve Employee Benefits.

Action Items

- Formalize and enhance sworn and professional staff career development programs for promotions and specialized assignments.
- Create professional staff career paths.
- Develop benefit incentives to aid in recruitment and retention efforts.

Initiative 3: Increase Workforce Access to Relevant Information.

Action Items

- Integrate the Workday program into daily operations and ensure appropriate employee access to real-time expenditure data.
- Automate budget submission and analysis to enable real-time access to overtime and budget data.

Initiative 4: Decentralize decision-making.

Action Items

- Empower subordinate leaders to take real-time actions to achieve Department goals in a fluid environment.
- Encourage the rapid sharing of resources in support of real-time actions toward Department goals.

Initiative 5: Identify and Eliminate Inefficiencies.

Action Items

- Civilianize administrative positions to maximize sworn efficiency.
- Analyze work processes to remove redundancies.

Initiative 6: Coordinate and Collaborate with Other County Departments.

Action Items

- Collaborate with the County Office of Homeland Security and Emergency Management (HSEM) regarding homeland security programs and initiatives.
- Delegate non-crime tasks to other suitable County agencies when appropriate.

2021-2025 STRATEGIC PLAN

Goal 1: Protect Baltimore County.

Initiative 1: Reduce Crime.

Action Items

- Increase data driven policing.
 - 2021. Develop and implement a daily crime strategies automated map and crime strategies report. Make statistical reports available from the Department's records management system (RMS).
 - 2022. Build technical infrastructure to implement a daily crime strategies conference call.
 - 2023. Identify and have staff attend training for crime analysis, spatial analysis, and intelligence analysis.
 - 2024. Modernize analytical techniques.
 - Progress reported by the Crime Strategies & Analysis Section in cooperation with the Technology Section.
- Enhance the partnership with the State's Attorney's Office (SAO).
 - 2021. Establish a working group with representatives from the SAO and Department to review existing relationships and determine mutual unmet needs.
 - 2022. Collaborate on new or improved ways of accomplishing the shared mission. Evaluate methods used in other jurisdictions for implementation in Baltimore County.
 - 2023. Integrate and adapt new or improved methods/procedures.
 - 2024. Implement new or revised procedures.
 - 2025. Evaluate effectiveness and adjust as appropriate.
 - Progress reported by the Criminal Investigations Bureau.
- Expand Criminal Justice System (CJS) diversion and juvenile intervention programs.
 - 2021. Gather data on success rates of currently used programs.
 - 2022. Research programs other agencies are using locally and nationally for juvenile intervention.
 - 2023. Identify and implement pilot projects for those programs believed to be useful in Baltimore County.
 - 2024. Evaluate the effectiveness of the pilot programs.
 - 2025. Identify and fully implement the program(s) found to be most effective.
 - Progress reported by the Youth & Community Services Unit.
- Develop new strategies for opioid intervention.
 - 2021. Coordinate with other County agencies/resources to develop an Overdose to Action Database (OD2A).
 - 2022. Evaluate progress made toward creation of an OD2A database. Coordinate with the Baltimore County Department of Health.
 - 2023. Partner with the Department of Health to coordinate a response to fatal and non-fatal overdose victims identified by the OD2A database.
 - 2024. Evaluate the effectiveness of the OD2A database and make required enhancements.

- 2025. Evaluate potential expansion of the OD2A database.
 - Progress reported by the Vice/Narcotics Section.
- Initiative 2: Improve Investigative Effectiveness.
- Action Items
- Create data driven review of investigative techniques.
 - 2021. Acquire geographic profiling software and obtain training for staff.
 - 2022. Certify the analysts in Geographic Profiling and implement geographic profiling.
 - 2023. Modernize our tactical analysis capacity.
 - 2024. Provide training on tactical analysis and forecasting/predictive analytics.
 - Progress reported by the Crime Strategies & Analysis Section.
 - Expand specialized investigator training.
 - 2021. Conduct a review of all members assigned to specialized investigative positions and the training they have received.
 - 2022. Comprise a list of specialized training deemed essential or recommended for each type of assignment. Increase availability of current basic training programs.
 - 2023. Determine sources for each essential and recommended training.
 - 2024. Implement internally available training. Establish funding sources to provide identified external training.
 - 2025. Implement external training within defined budget.
 - Progress reported by the Training Section.
 - Develop a structured homeland security investigative response.
 - 2021. Align homeland security resources to include task force officers (TFOs) in the Joint Terrorism Task Force (JTTF), Maryland Coordination and Analysis Center (MCAC), and Homeland Security Investigations (HSI); Homeland Security Team; and Threat Management Team.
 - 2022. Establish a homeland security investigations component to the Homeland Security Team.
 - 2023. Develop a process to triage potential homeland security cases at the Criminal Investigations Bureau (CIB) level before referral to the Federal Bureau of Investigation (FBI) JTTF.
 - 2024. Create a standard operating procedure (SOP) regarding operations for homeland security investigations.
 - 2025. Evaluate revised operations and modify or expand as necessary.
 - Progress reported by the Criminal Intelligence/Homeland Security Section.
 - Expand the confidential informant (CI) program through training and education.
 - 2021. Assess, audit, and revise the CI program.
 - 2022. Increase Technical Operations Team (TOT) positions for better oversight of the program.
 - 2023. Provide basic training for patrol regarding the CI process.
 - 2024. Increase use of CIs at the precinct level.
 - 2025. Evaluate program effectiveness and adjust as needed.

- Progress reported by the Criminal Intelligence/Homeland Security Section.
- Enhance relationships between investigators and forensic personnel.
 - 2021. Develop a departmental approach to prioritization of cases and analyses requested. Enforce existing Forensic Services Section (FSS) request acceptance/declination policy.
 - 2022. In conjunction with the FSS's migration to the Department's new RMS (i.e., PremierOne), transition to a standardized electronic system for requesting analyses and reporting results.
 - 2023. Update the classification and compensation for forensic personnel to ensure employment and retention of sufficient and quality workforce to meet the Department's increasing demand for forensic personnel.
 - 2024. Establish joint training to increase mutual awareness of roles and responsibilities of patrol, investigative, and forensic personnel.
 - 2025. Establish and adhere to evidence evaluation criteria to determine submission of evidence for forensic testing.
- Progress reported by the Forensic Services Section.
- Enhance community interaction to solve open cases.
 - 2021. Establish standard procedures for evaluating open cases for public involvement. Expand use of Metro Crime Stoppers and I-Watch programs.
 - 2022. Identify investigative, community outreach, and Public Affairs Section resources to be used in collaboration on strategies for eliciting public information about selected open cases.
 - 2023. Implement developed strategies.
 - 2024. Evaluate impact of coordinated public information on investigative effectiveness.
 - 2025. Adjust and expand efforts as appropriate.
- Progress reported by the Public Affairs Section in consultation with the Criminal Investigations Bureau.

Initiative 3: Reduce Firearm Crimes and Domestic Violence.

Action Items

- Initialize proactive response to firearms crimes.
 - 2021. Conduct a review of current case load, staffing, and standard operating procedures (SOPs) for the Firearms Interdiction Team (FIT). Maintain support for patrol incidents involving firearms.
 - 2022. Revamp current SOPs towards more proactive investigations. Obtain applicable specialized training, staffing, and equipment. Maintain and support relationships with other Department entities (e.g., precinct investigative services teams (ISTs), domestic violence coordinators (DVCs), etc.) and outside law enforcement agencies.

- 2023. Evaluate and ensure ISTs and DVCs are coordinating firearms-related investigations for the most effective response.
- 2024. Continue to work with federal partners and other jurisdictions to enhance cases crossing jurisdictional boundaries.
- 2025. Evaluate SOPs and adjust to best practices for proactive response.
- Progress reported by the Property Crimes Section.
- Increase Domestic Violence Coordinator (DVC) staffing where appropriate.
 - 2021. Conduct a DVC workload analysis to determine where additional personnel are needed. Consider adding social workers to the program.
 - 2022. Obtain funding for additional personnel.
 - 2023. Select and assign additional personnel as previously identified. Reduce delays in conducting face-to-face contacts.
 - 2024. Evaluate impact of additional personnel on incidents of Domestic Violence.
 - 2025. Determine if additional personnel are still needed.
- Progress reported by the Operations Bureau.
- Seek enhanced penalties for firearm and domestic violence crimes.
 - 2021. Coordinate with community leaders, organizations, the SAO, and legislators to craft crime bills that enhance penalties and enact mandatory minimum sentences for those convicted of firearms and domestic violence crimes.
 - 2022. Collaborate with the SAO on implementation of enhanced penalties in eligible cases.
 - 2023. Evaluate the success of passing those bills into law and analyze the results.
 - 2024. Work with non-government organizations (NGOs) to analyze the effectiveness of any enhanced penalties.
- Progress reported by the Legal Section.
- Establish a Domestic Violence (DV) awareness & education campaign.
 - 2021. Utilize anonymous surveys to determine potential risk factors/underlying causes of DV. Develop a social media DV public awareness campaign.
 - 2022. Provide victimology and available resource training to Department members.
 - 2023. Coordinate with the Baltimore County Public Schools system to provide education and outreach services to at-risk secondary school students.
 - 2024. Expand DV education efforts on the precinct level at community meetings and events.
 - 2025. Evaluate the effectiveness of efforts and adjust as necessary.
- Progress reported by the Operations Bureau.

Initiative 4: Improve Traffic Safety.

Action Items

- Implement programs intended to decrease traffic fatalities.
 - 2021. Conduct a review of programs currently being used by the Department and compare them to those used by other jurisdictions.
 - 2022. Identify which program(s) will be the most effective in Baltimore County.
 - 2023. Obtain necessary funding and materials to implement the identified program(s).
 - 2024. Implement any newly identified programs.
 - 2025. Conduct an assessment to determine the effectiveness of all programs being used.
- Progress reported by the Traffic Management Unit.
- Create data driven deployment strategies.
 - 2021. Utilize crime/traffic analysis to research and identify prior crash locations and causes for prior years.
 - 2022. Review identified crash trend data to identify areas to implement education and enforcement.
 - 2023. Implement deployment areas of education and enforcement.
 - 2024. Monitor effectiveness of implemented traffic safety education and enforcement.
 - 2025. Assess results of implemented procedures and revise as necessary.
- Progress reported by the Operations Bureau.
- Focus DUI enforcement efforts.
 - 2021. Use crime/traffic analysis and external data to identify areas affected by impaired driving crashes and prior impaired driver arrest locations.
 - 2022. Review identified impaired driving crashes and arrest locations and identify supplemental funding sources for enforcement strategies.
 - 2023. Implement directed deployment of education and enforcement initiatives. Review and identify legislative and judicial support.
 - 2024. Monitor results of implemented deployment directives.
 - 2025. Assess results of implemented procedures and revise, if necessary.
- Progress reported by the Operations Bureau.
- Enhance structured proactive enforcement.
 - 2021. Reassign long-term modified duty positions out of commands to allow full staffing of Outreach, Traffic, and Business Patrol positions.

- 2022. Focus on the importance of a multi-pronged approach to address crime trends that utilizes proactive enforcement/patrol coupled with non-enforcement community contact through Stop, Walk, and Talk. Promote the importance of community engagement that fosters information sharing with traditional enforcement efforts to ensure that we are addressing violations, while also engaging the community to ensure we are addressing their needs.
- 2023. Address training and equipment needs such as RADAR and LIDAR to allow officers to address speed complaints more effectively, while maintaining a visible presence in identified trend and complaint areas. Incorporate Stop, Walk, and Talk into proactive efforts to address crime.
- 2024. Review enforcement data and proactive efforts to ensure they are focused in the correct areas using "heat" maps.
- 2025. Review the crime and crash data since the introduction of the enhanced structured approach.
- Progress reported by the Operations Bureau.
- Expand automated traffic enforcement programs.
 - 2021. Begin discussions with Baltimore County Public Schools and their contacted vendor to implement the automated enforcement of school bus-related violations, as soon as possible.
 - 2022. Conduct a review of the Speed Camera and Red Light Camera programs to determine areas for possible expansion and any factors limiting expansion of the programs.
 - 2023. Obtain funding and expand the current Speed Camera and Red Light Camera programs to additional locations within the County.
 - 2024. Conduct an assessment of other traffic violations to determine those that could be automated (e.g., registration violations, pedestrian crossing violations, etc.) and any limiting factors.
 - 2025. Initiate actions to remove limiting factors and expand enforcement programs.

➤ Progress reported by the Traffic Management Unit.

Initiative 5: Ensure Readiness for Terror-Related Events.

Action Items

- Expand and enhance the Department of Homeland Security's (DHS) Project SHIELD program within Baltimore County.
 - 2021. Provide updated training and certifications for newly assigned SHIELD personnel.
 - 2022. Identify personnel for the Crime Strategies & Analysis Section to support SHIELD activities.
 - 2023. Encourage a collaborative partnership with key members of the identified locations and disseminate information specific to their sectors (e.g., cyber, place of worship, defense, energy, etc.).

- 2024. Provide regular training to partners with a focus on specific sectors and the threats they face.
- 2025. Partner with local, state, federal, and private sector stakeholders to enhance training and conduct regular, immersive exercises to test readiness.
- Progress reported by the Criminal Intelligence/Homeland Security Section.
- Present Countering Violent Extremism (CVE) awareness training to key personnel and private stakeholders.
 - 2021. Collaborate with the National Counterterrorism Training Center and University of Maryland (UMD) START Center to develop a comprehensive CVE program.
 - 2022. Create a culture of equity and understanding with community leaders to solicit their backing of the CVE program.
 - 2023. Engage key Department members and multi-jurisdictional partners with a train-the-trainer program.
 - 2024. Provide the CVE program and resources to the diverse communities of Baltimore County.
 - 2025. Evaluate the program effectiveness and adjust, as needed.
- Progress reported by the Criminal Intelligence/Homeland Security Section.
- Enhance Department's readiness through specialized and virtual suspicious activity reporting and terrorism training.
 - 2021. Develop specialized and virtual situational awareness and terrorism training content for delivery to Department members and the community.
 - 2022. Engage local, state, and federal intelligence and law enforcement partners to collaborate on, define, and forecast national security and terrorism concerns.
 - 2023. Bolster information sharing with the MCAC by establishing part-time task force officers (TFOs) through the MCAC's Critical Infrastructure Protection - Anti-Terrorism Division.
 - 2024. Evaluate ongoing efforts and adjust or expand, as appropriate.
 - 2025. Maintain post-evaluation modified efforts to enhance public safety.
- Progress reported by the Criminal Intelligence/Homeland Security Section.
- Increase and enhance partnerships with local, state, and federal emergency response agencies.
 - 2021. Support the Maryland Type 3 All-Hazards Incident Management Team (AHIMT3) with a qualified Department member on the team.
 - 2022. Create a liaison assigned to the National Counterterrorism Training Center.
 - 2023. Create a liaison assigned to the Maryland Emergency Management Agency.
 - 2024. Increase participation with the MCAC Critical Infrastructure Protection committee.

- 2025. Expand Department membership in the Maryland AHIMT3.
 - Progress reported by the Incident Management Team, in cooperation with the Criminal Intelligence/Homeland Security Section.
- Initiative 6: Enhance Abilities of the Special Response Team (SRT).

Action Items

- Provide SRT leadership with advanced training.
 - 2021. Assess training needs of new supervisors and leadership of SRT while maintaining operational readiness.
 - 2022. Provide enhanced training to SRT leadership. Establish an on-going training program which addresses personnel turnover while maintaining operational readiness.
 - 2023. Leverage partnerships with state-wide partners to integrate multi-agency response protocols and establish command-level training partnerships with other police agencies.
 - 2024. Explore and engage in federal programs for training leadership in civil disturbance response. This can include grant-funded training and other programs offered through federal partnerships and agencies.
 - 2025. Assess progress toward goal of providing advanced training. Codify on-going training programs into policy. Ensure best practices are in use and succession planning for leadership is in place.
- Progress reported by the Special Operations Section.
- Procure civil disturbance personal protective equipment for all sworn personnel.
 - 2021. Conduct an assessment to determine the status of the personal protective equipment currently in the Department's inventory. Determine the order that commands will be issued equipment, and ensure the current inventory has been distributed.
 - 2022. Take actions to purchase equipment for all members assigned to the Operations Bureau.
 - 2023. Take actions to purchase equipment for all members assigned to the Criminal Investigations Bureau.
 - 2024. Take actions to purchase equipment for all members assigned to the Professional Standards and Administrative Support bureaus.
 - 2025. Conduct a Department-wide review to ensure all members are fully equipped.
- Progress reported by the Special Operations Section.
- Establish regular recurrent training programs for Civil Disturbance Units (CDU) and Mobile Field Force (MFF).
 - 2021. Assess training needs based on the training personnel received during 2020. Conduct agency-wide CDU refresher during in-service training.
 - 2022. Establish a regular training schedule for SRT personnel that includes CDU personnel assigned to the Operations Bureau and Criminal Investigations Bureau.
 - 2023. Enhance partnership with the Baltimore County Fire Department regarding civil disturbance response. Continue joint agency training to enhance response to civil disturbances, specifically rescue task forces.

- 2024. Utilize Mobile Training to conduct field-based training with Police Department and Fire Department assets on a shift and command level.
 - 2025. Fully integrate all agency members into on-going, scenario-based training regarding critical incidents and civil disturbances.
 - Progress reported by the Special Operations Section.
 - Educate command staff on purpose and capabilities of CDUs and MFF.
 - 2021. Conduct a needs assessment to determine training needs of the command staff.
 - 2022. Establish Civil Disturbance training as a mandate for newly promoted command staff.
 - 2023. Establish partnerships with surrounding agencies' command staff and conduct joint training.
 - 2024. Develop a mobile training curriculum which includes field command staff personnel as incident commanders.
 - 2025. Develop yearly in-service curriculum for command staff which includes civil disturbance training and ensure all commanders have a role in development and implementation.
 - Progress reported by the Special Operations Section.
- Goal 2: Improve Community Relations.
- Initiative 1: Create a More Diverse Workforce.
- Action Items
- Increase recruitment and hiring of qualified personnel from underrepresented groups, faiths, and cultures, to include:
 - African American
 - Asian
 - Female
 - Hispanic/Latino
 - 2021. Utilize ethnic festivals/activities as recruitment opportunities. Provide recruitment materials at all community meetings.
 - 2022. Enhance cultural competency among the recruiters.
 - 2023. Establish recruiting metrics.
 - 2024. Develop a training program for applicants who fail the agility test.
 - 2025. Institute accountability measures to ensure recruitment and hiring of qualified personnel from underrepresented groups.
 - Progress reported by the Employment Section.
 - Increase diversity in all internal assignments and ranks.
 - 2021. Establish internal recruitment strategies.
 - 2022. Develop a mentorship program.
 - 2023. Enhance career development programs.
 - 2024. Evaluate effectiveness and adjust, as needed.
 - 2025. Incorporate diversity, equity, and inclusion (DEI) framework into the Employment Section.
 - Progress reported by the Police Diversity & Inclusion Officer.

- Enhance the Diversity & Inclusion Section.
 - 2021. Expand the Fair Practices Liaison (FPL) to a full-time position reporting to the Director of the Diversity & Inclusion Section.
 - 2022. Begin annual training for FPL investigators in conducting internal equal employment opportunity (EEO) investigations, diversity and inclusion, mitigation, emotional intelligence, and fostering positive working environments.
 - 2023. Utilization of technology to reinforce cultural and emotional intelligence.
 - 2024. Develop policies, procedures, and accountability metrics supporting the DEI framework.

➤ Progress reported by the Police Diversity & Inclusion Officer.

Initiative 2: Build a Foundation of Community Trust.

Action Items

- Create community advisory committees comprised of representatives from minority populations and community leadership, to include:
 - African American
 - Asian
 - Businesses
 - Persons with disabilities
 - Faith-based
 - Hispanic/Latino
 - Homeless
 - LGBTQ
 - Youth
 - 2021. Determine the goal of the committee. Establish needed competencies, knowledge, skills, and abilities of committee members.
 - 2022. With the help of the precinct community outreach teams, identify communities and organizations for potential recruitment of members.
 - 2023. Recruit members and organize committee.
 - 2024. Hold quarterly meetings with members and educate based on goals of the committee.
 - 2025. Have a functioning community advisory committee to use as needed for the Department.
- Progress reported by the Youth & Community Services Unit.
- Expand policies that increase transparency and community partnership.
 - 2021. Expand and refine the Department's online presence across all web-based social media platforms to better engage and create dialogue with the community. Begin to produce videos on unsolved homicide cases in an effort to bring closure to families and generate public interest in the cases for detectives. Set social media goals for likes, followers, engagement, etc. Establish best practices to track risks that can erode public trust. Identify solutions and create programs that form strong community relationships and trust.

- 2022. Coordinate with internal partners to further showcase the work of our members through video releases in addition to standard press releases. Establish workflows that generate greater growth on social media platforms.
- 2023. Refine and re-evaluate the public's impression of the Department through external surveys and focus groups. Report findings to leadership and recommend appropriate action.
- 2024. Re-evaluate messaging. Audit risk measurements and social media growth. Modify expectations based on success of goals.
- 2025. Provide an overall review on methods used to improve departmental accountability to the community.
- Progress reported by the Public Affairs Section.
- Expand the homeless liaison program.
 - 2021. Create precinct-level working databases for homeless camp locations, reporting data to the Community Partnership Team for centralized data collection.
 - 2022. Complete biannual checks on camps.
 - 2023. Obtain funding and establish a centralized homeless mental health team as support and resource for designated precinct Community Outreach Team officers.
 - 2024. Evaluate homeless liaison program and modify or expand, as warranted.
 - 2025. Provide statistical data for repeat homeless contacts.
- Progress reported by the Youth & Community Services Unit.
- Revitalize positive youth development.
 - 2021. Establish a committee dedicated to promoting safe and fun juvenile related activities with a focus on mentoring and increasing positive youth contacts.
 - 2022. Obtain a budget needed to successfully organize sports camps/cops and kids events.
 - 2023. Reestablish police involvement in the Police Athletic League (PAL) centers. Organize quarterly sports camps around the County.
 - 2024. Partner with the Baltimore County Public Schools system to organize larger events.
 - 2025. Expand the Police Explorer program to include participation and advertisement by school resource officers (SROs).
- Progress reported by the Youth & Community Services Unit.
- Create an Autism/Intellectual Developmental Disabilities (IDD) Outreach Program.
 - 2021. Obtain funding and staff an Autism/IDD Liaison position.
 - 2022. Enhance officer training on methods to ensure positive, effective, and safe interactions between law enforcement and the IDD community. Initiate monthly outreach community events allowing interaction between police and the IDD community.
 - 2023. Establish a post-contact review and follow-up protocol for IDD encounters.

- 2024. Establish relationships with administrators of local disability organizations to collaborate on further education and interactive experiences between the police and the IDD community.
 - 2025. Utilize supported work programs through local disability organizations to employ individuals with IDD.
 - Progress reported by the Youth & Community Services Unit.
 - Renew Department Community Policing initiatives outside of the Community Outreach Teams.
 - 2021. Expand training in community policing techniques during entry level and in-service training.
 - 2022. Implement community policing projects for patrol personnel.
 - 2023. Explore rotation of patrol personnel through dedicated community policing assignments to increase positive community contacts and experiences.
 - 2024. Review national programs for applicability to Baltimore County.
 - 2025. Evaluate efforts and adjust, as needed.
 - Progress reported by the Youth & Community Services Unit.
- Initiative 3: Improve Departmental Accountability to the Community.

Action Items

- Ensure fair due process for Department members involved in Internal Affairs Section (IAS) investigations.
 - 2021. Evaluate the IAS's procedures for Law Enforcement Officer Bill of Rights (LEOBR) compliance and fair processes. Improve supervisor training on LEOBR issues.
 - 2022. Coordinate with the Fraternal Order of Police (FOP) and the States Attorney's Office to ensure members are treated fairly and within the scope of the LEOBR.
 - 2023. Refine policies and procedures, as needed. Include a review/comparison to best practice recommendations by the International Association of Chiefs of Police (IACP) and/or Major Cities Chiefs Association (MCCA).
 - 2024. Ensure the IAS investigators are receiving up-to-date training/guidance on conducting impartial investigations.
- Progress reported by the Internal Affairs Section.
- Ensure efficient and effective early warning systems.
 - 2021. Begin rollout of the Blue Team program to more accurately and fully track all compliments and complaints against Department members.
 - 2022. Conduct an assessment of the early warning benchmarks used in the Department's Performance Enhancement Process (PEP), based on tracked statistics for behaviors that are designated in the early warning process. Initiate utilization of Blue Team to capture use of force reports in an electronic format. Implement Blue Team as a computer based replacement for the Form 258, Statement of Incident.
 - 2023. Make any required refinements to the PEP process and its established benchmarks.

- 2024. Include review of members' compliment and complaints statistics and prior PEP notifications as part of the promotional selection process.
- 2025. Evaluate the effectiveness of revised procedures on the incidence of early warning notifications and adjust procedures, as necessary.
- Progress reported by the Internal Affairs Section.
- Evaluate uses of force.
 - 2021. Track incidents where force is most often used.
 - 2022. Identify locations/addresses where uses of force have occurred on multiple incidents. Provide data to the bureau chiefs for further analysis and response.
 - 2023. Provide data to the Training Section for its use in determining if training materials need to be modified.
 - 2024. Re-evaluate incidents where force was used to measure a decrease/increase in use of force for varied incident types and locations.
- Progress reported by the Internal Affairs Section.
- Include civilian members on hearing board panels.
 - 2021. Identify and analyze successful public hearing boards nationwide. Develop policies and procedures for Baltimore County. Begin working to make the required contract revisions.
 - 2022. Identify critical knowledge, skills, and abilities of board participants. Determine post-selection training requirements.
 - 2023. Select and train board participants.
 - 2024. Implement hybrid police/civilian boards for all new cases.
 - 2025. Evaluate effectiveness of new board composition and adjust, as warranted.
- Progress reported by the Internal Affairs Section.

Goal 3: Implement Modern Technologies.

Initiative 1: Expand Current Technologies.

Action Items

- Convert desktop computers to laptops to increase worker mobility.
 - 2021. Evaluate all positions, sworn and non-sworn for computer replacement. Prioritize issuing devices that will increase worker mobility.
 - 2022. Identify and obtain funding sources.
 - 2023. Begin conversion program.
 - 2024. Work with stakeholders to identify work processes that need modification for increased worker mobility.
 - 2025. Complete conversion program.
- Progress reported by the Technology Section.
- Improve access to secure agency communications to ensure officer and community safety through situational awareness.
 - 2021. Evaluate and identify Department vehicles and personnel that require issued radio equipment.
 - 2022. Identify funding requirements and grant availability.
 - 2023. Obtain equipment and coordinate programming with other jurisdictions and state agencies for issuance.

- 2024. Begin issuing radio equipment to personnel. Coordinate installation of radio equipment in vehicles with other County agencies.
- 2025. Complete issuance of equipment and vehicle mounted radio equipment installation.
- Progress reported by the Technology Section.
- Expand enterprise record solution (Axon).
 - 2021. Replace current interview room recording systems with Axon interview room product.
 - 2022. Evaluate locations of current interview room recording capabilities.
 - 2023. Evaluate if precincts and other police facilities have the need for this technology.
 - 2024. Determine with Department stakeholders which locations will receive new interview room recording equipment.
 - 2025. Coordinate installation of new interview room recording equipment.
- Progress reported by the Technology Section.
- Implement Axon Citizen One-to-One and Citizen for Communities.
 - 2021. Identify legislative changes that are needed for a fully functional system due to Wiretap regulations. Evaluate uses within the current Wiretap laws for collection of video only.
 - 2022. Develop policy, procedure, and training materials for program implementation. Coordinate internal and external messaging with the Public Affairs Section.
 - 2023. Implement application for use by the Department.
 - 2024. Evaluate internal and external use and benefits of the program.
 - 2025. Evaluate the ability to gain access to private entities' live feed security cameras and capture video as evidence.
- Progress reported by the Technology Section.
- Build capacity in the Technology Section to develop reports and dashboards from the Department's records management system (RMS).
 - 2021. Identify necessary resources and full time trained staff who are capable of developing necessary reports.
 - 2022. Develop and implement reports and dashboards to replace outdated reports and increase information access.
 - 2023. Evaluate Department needs for new reports. Develop and implement as needed. This will be ongoing throughout the life of the system.
 - 2024. Continue to leverage existing system modules for expanded data capturing and reporting.
 - 2025. Evaluate external data sources for inclusion into the RMS.
- Progress reported by the Technology Section.

Initiative 2: Improve Communication Methods.

Action Items

- Upgrade Mobile Data Computer (MDC) and MDC modem technology.
 - 2021. Evaluate and test hardware and software to ensure it meets the needs of the Department.

- 2022. Coordinate installation with Electronic Services and the Department.
- 2023. Leverage expanded uses of mobile router technology.
- 2024. Evaluate ability to introduce dual factor authentication meeting security requirements.
- 2025. Implement dual factor authentication meeting current security requirements which would allow removal of the MDCs for work purposes from the secured docks.
- Progress reported by the Technology Section.
- Harness smartphone technology to improve members' access to real-time critical information and communications.
 - 2021. Evaluate members who need issued equipment. Identify funding requirements and grant availability.
 - 2022. Obtain and issue equipment, if funding is identified.
 - 2023. Evaluate availability of mobile applications to improve operational responses.
 - 2024. Implement identified mobile applications.
 - 2025. Monitor programs and assess, if there are further technologies that would be beneficial to the Department.
- Progress reported by the Technology Section.
- Modernize Computer Aided Dispatch (CAD) systems to improve communication of call for service information.
 - 2021. Provision system, train personnel, develop procedure, and implement the new CAD system.
 - 2022. Evaluate the new system for future enhancements consistent with improving business practices, reducing redundancy, and improving automation.
 - 2023. Provision, develop, and test new system enhancements.
 - 2024. Evaluate needs for mobile smartphone CAD client.
 - 2025. Implement mobile CAD client, if it is determined to benefit the agency.
- Progress reported by the Technology Section.

Initiative 3: Implement Force Multiplier Systems.

Action Items

- Automate repetitive tasks to reduce employee workload.
 - 2021. Evaluate current business processes to prioritize task automation efforts.
 - 2022. Determine task automation available from adaptation of current solutions.
 - 2023. Locate new solutions for remaining prioritized efforts. Establish funding source(s).
 - 2024. Implement new task automation solutions.
 - 2025. Evaluate effectiveness and adjust efforts, as necessary.
- Progress reported by the Technology Section.
- Adapt outdated manual systems to modern technological solutions to streamline workflow.
 - 2021. Convert policy management and delivery to an electronic system. Improve search warrant tracking.
 - 2022. Coordinate with the courts to establish electronic charging and application for charges.
 - 2023. Create database solutions to replace logbook tracking.

- 2024. Evaluate business practices for additional available technological solutions.
- 2025. Implement new solutions as required. Evaluate overall effect on productivity.
- Progress reported by the Technology Section.
- Improve Department access to overt public and private video monitoring systems.
 - 2021. Coordinate with County and agency stakeholders to leverage existing closed circuit television (CCTV) registry legislation.
 - 2022. Collaborate with private entities to incorporate video feeds into existing viewing technology.
 - 2023. Establish legal requirements and restrictions. Develop contractual agreements for video sharing.
 - 2024. Evaluate methods to allow temporary viewing of private systems due to crime trends.
 - 2025. Develop necessary policies and procedures. Implement program for use by the agency.
- Progress reported by the Technology Section.

Initiative 4: Improve Evidence Tracking.

Action Items

- Expand use of PremierOne software suite to include property and evidence tracking capabilities.
 - 2021. Activate PremierOne evidence module. Evaluate software, policies, and procedures and modify, as needed.
 - 2022. Begin conversion to an all-electronic property and evidence tracking system.
 - 2023. Evaluate effectiveness and eliminate manual procedures no longer needed.
 - 2024. Assess personnel requirements for revised procedures.
 - 2025. Assess budgetary savings in materials from going paperless and adjust budget accordingly.

- Progress reported by the Evidence Management Unit.

Goal 4: Enhance and Expand Training.

Initiative 1: Focus on Sanctity of Life and Constitutional Policing practices.

Action Items

- Enhance Crisis-Intervention Training efforts and de-escalation training.
 - 2021. Establish partnerships between the Behavioral Assessment Unit, the Hostage Negotiation Team, the Training Section, and local higher education sources to create a tiered mental health training program. Identify funding sources as necessary
 - 2022. Implement Level I (basic) training during entrance level training and Level II (intermediate) as a specialized training offering.
 - 2023. Evaluate effectiveness of Level I and Level II training efforts. Implement Level III (advanced) training as a follow-up specialized training offering
 - 2024. Explore expansion of Level I and Level II training to other Baltimore County first responders. Evaluate effectiveness of Level III training efforts.

- 2025. Explore expansion of Level III training to other Baltimore County first responders. Evaluate effectiveness of overall program.
 - Progress reported by the Wellness Section.
 - Evaluate additional less-lethal weapons options.
 - 2021. Continue the expansion of the conducted electrical weapon (CEW) program. Develop an annual CEW recertification program for 2022.
 - 2022. Assess current lethal and less-lethal weapons systems used by the Department to ensure best practices and updated technologies.
 - 2023. Report recommendations for improvements in technologies.
 - 2024. Evaluate less-lethal weapons used by the Department.
 - Progress reported by the Training Section.
- Initiative 2: Improve Existing Training Programs.
- Action Items
- Update the Entry-Level Training (ELT) program.
 - 2021. Review ELT programs to ensure they are up-to-date and thoroughly documented.
 - 2022. Analyze ELT training curricula to determine if ELT programs are reflective of best practices. Determine if the ELT programs should be extended.
 - 2023. Determine if report writing (i.e., Unit L) and remedial writing programs are sufficiently effective given the skill level of today's new hires. Generate workable solutions.
 - 2024. Explore opportunities to include more active learning and adult learning principles in ELT curricula (e.g., active learning strategies, streaming technologies, etc.).
 - 2025. Evaluate ELT changes for effectiveness.
 - Progress reported by the Training Section.
 - Enhance the new officer Field Training program.
 - 2021. Review the current field training officer (FTO) programs. Assess the effectiveness of the programs.
 - 2022. Review FTO best practices. Examine programs from other jurisdictions. Review reports from scholarly and credible sources.
 - 2023. Make recommendations for changes, to include determining if FTO programs should be extended. Draft new policies and procedures.
 - 2024. Implement changes to the FTO programs. Provide updates to FTOs and patrol supervisors. Update the FTO manual, as needed.
 - 2025. Evaluate the changes made to the program and recommend modifications. Create a schedule for periodic assessments.
 - Progress reported by the Training Section.
 - Expand training on emergency preparedness.
 - 2021. Enhance the Department's Incident Management Team to a Type 4 All-Hazards team (AHIMT4). Identify and deliver position specific training for members.

- 2022. Provide and reinforce appropriate Incident Command System (ICS) training to all Department members.
- 2023. Recruit and expand the Department's AHIMT4 to enable depth of resources for all positions.
- 2024. Conduct advanced ICS training for supervisors and commanders. Continue AHIMT4 training.
- 2025. Fully implement the Department's AHIMT4 as a major incident response for command and control.

➤ Progress reported by the Incident Management Team, in cooperation with the Criminal Intelligence/Homeland Security Section and the Training Section.

Initiative 3: Design New Training Delivery Methods.

Action Items

- Expand and enhance online training platforms.
 - 2021. Evaluate agency needs and course curricula to determine appropriate solution(s) and requirements of the Maryland Police Training and Standards Commission (MPTSC).
 - 2022. Adjust business processes to meet requirements of new solution(s). Develop policies and procedures for program implementation.
 - 2023. Implement application(s) for use by the Department.
 - 2024. Evaluate program effectiveness and adjust as appropriate.
- Progress reported by the Training Section.
- Create mobile and decentralized training teams.
 - 2021. Evaluate personnel and equipment needs to establish, and sustain, a Mobile Training Team (MTT) program. Survey the patrol divisions to determine training needs.
 - 2022. Develop training modules for patrol (e.g., *Informers*, video presentations, roll call presentations, in-person presentations, etc.) based on needs assessments and local, regional, and national events and trends.
 - 2023. Expand mobile training to include precinct MTTs. Implement regular mobile training across all shifts within the Department. Develop tracking protocols for training provided.
 - 2024. Expand delivery of mobile training to investigative units. Integrate "teams training" into MTT curricula.
 - 2025. Evaluate the effectiveness of MTT efforts.

➤ Progress reported by the Training Section.

Initiative 4: Establish New Training Programs.

Action Items

- Partner with local colleges to encourage college degree programs for all personnel.
 - 2021. Reinstitute the Community College of Baltimore County (CCBC) Fast Track program for associate degrees.
 - 2022. Develop strategies that will encourage officers graduating from the academy to use current credits for Fast Track degrees.
 - 2023. Partner with University-level institutions to develop pathways to bachelor's degree programs.
 - 2024. Establish pathways toward obtaining master's degrees.

- 2025. Evaluate program effectiveness.
- Progress reported by the Training Section.
- Enhance leadership training.
 - 2021. Review existing Leadership Development Institute (LDI) programs (e.g., at Montgomery County Police Department, Maryland State Police, Indianapolis Metropolitan Police Department, etc.).
 - 2022. Participate in LDIs, as available.
 - 2023. Develop a plan for the Department's LDI, to include program goals, curricula parameters.
 - 2024. Implement the Department's LDI program.
 - 2025. Evaluate the Department's LDI program. Make changes as necessary.
- Progress reported by the Training Section.
- Enhance the continuing education program for command personnel.
 - 2021. Conduct a needs assessment for Executive Corps training through the use of an Executive Corps training committee to determine appropriate topics and potential speakers.
 - 2022. Implement an Executive Corps training schedule and deliver training as determined by the committee.
 - 2023. Evaluate program effectiveness and update topics and delivery based on current issues.
- Progress reported by the Training Section.

Initiative 5: Create an Inclusive Approach to Training Development and Delivery.

Action Items

- Establish development workgroups in partnership with community advisory committees and the Department's Diversity & Inclusion Officer to identify training needs and guide efforts.
 - 2021. Identify training needs of various ranks and specialized assignments.
 - 2022. Explore new curriculums and program enhancements that are available.
 - 2023. Select a packaged training or have one tailored to the identified needs.
 - 2024. Integrate technology educational platforms with the Workday program.
 - 2025. Conduct monthly audit of training and education utilization and institute accountability measures.
- Progress reported by the Training Section.

Initiative 6: Improve and Expand Training Capacities.

Action Items

- Begin planning a combined public safety training facility with the Fire Department.
 - 2021. Obtain buy-in from the Fire Department and County Administration. Establish interim exclusive use of CCBC training facilities.
 - 2022. Incorporate Property Management into the project and identify project representatives from the Police and Fire Departments to identify the needs of both departments.
 - 2023. Obtain Planning Commission endorsement.
 - 2024. Identify potential facility location(s).

- 2025. Contract design firm to begin final planning.
 - Progress reported by the Training Section.
 - Modernize and expand training capabilities by the Firearms Training Team.
 - 2021. Integrate indoor range upgrades into training programs.
 - 2022. Work with the Legal Section and Federal Bureau of Investigation (FBI) to find a workable solution for a joint *Simunitions* training facility.
 - 2023. Explore other opportunities for other training spaces for existing and additional training programs.
 - 2024. Identify and foster partnerships with other law enforcement agencies to enhance training opportunities.
 - 2025. Build on partnerships with local, state, and federal agencies to modernize training offerings and integrate best practices into firearms and less-lethal curricula.
 - Progress reported by the Training Section.
- Goal 5: Create a More Efficient, Effective, and Safe Workforce.
- Initiative 1: Enhance Officer and Professional Staff Wellness Programs.

Action Items

- Enhance the Peer Support & Wellness Team.
 - 2021. Begin search to locate sources of funding to allow some members of the Team to be permanently assigned.
 - 2022. Begin communications with state lawmakers to establishing limited confidentiality for peer support communications. Conduct regular internal surveys.
 - 2023. Obtain funding for Team clinical support (i.e., psychologist or social worker).
 - Progress reported by the Wellness Section.
 - Evaluate, redesign, and improve employee work schedules.
 - 2021. Establish a committee to review possible work schedules comprised of members assigned to various types of assignments throughout the Department.
 - 2022. Committee members will meet and identify the required staffing within the commands. Review possible work schedules for consideration for use within the Department.
 - 2023. Identify staffing and equipment needs that must be addressed prior to implementing selected work schedules.
 - 2024. Conduct a pilot program implementing the most beneficial schedules in a selected number of commands.
 - 2025. Review the pilot program to determine if implementation should be expanded to additional commands within the Department.
 - Progress reported by the Operations Bureau.
- Initiative 2: Improve Employee Benefits.

Action Items

- Formalize and enhance sworn and professional staff career development programs for promotions and specialized assignments.
 - 2021. Establish a formal mentoring program.
 - 2022. Provide oral interview preparation training for promotions.

- 2023. Re-establish rules and procedures for specialized processes to ensure inclusiveness.
 - 2024. Provide oral interview preparation for specialized processes.
 - 2025. Provide an evaluation of training incentives and interview preparations.
 - Progress reported by the Police Human Resources Section.
 - Create professional staff career paths.
 - 2021. Actively recruit for vacancies via Office of Human Resource's postings and external web postings.
 - 2022. Participate in local career fairs to showcase professional staff careers.
 - 2023. Work with management to revise/update class specifications, as needed.
 - 2024. Request an annual review of a classification with a career path.
 - 2025. Implement employee engagement surveys.
 - Progress reported by the Police Human Resources Section.
 - Develop benefit incentives to aid in recruitment and retention efforts.
 - 2021. Establish incentives for specialized skills, such as foreign language proficiency.
 - 2022. Reduce retiree healthcare costs for post-2007 hires.
 - 2023. Establish a deferred retirement option program (DROP) for post-2007 hires.
 - 2024. Begin implementing a take-home vehicle program.
 - 2025. Evaluate impact of incentives on recruitment and retention efforts.
 - Progress reported by the Employment Section.
- Initiative 3: Increase Workforce Access to Relevant Information.

Action Items

- Integrate the Workday program into daily operations and ensure appropriate employee access to real-time expenditure data.
 - 2021. Participate in business process design sessions, provide feedback, respond to action requests, and participate in internal testing in order to implement a system to support the needs of human resources, payroll, and finance.
 - 2022. Audit employee access, location assignments, and supervisor roles.
 - 2023. Provide training to all employees and supervisors.
 - 2024. Provide employees self-service access. Automate submission of salary related documents to payroll. Implement electronic approvals. Provide managers access to data and reports.
 - 2025. Evaluate and measure effectiveness. Continue deployment and expansion. Expand on reporting.
- Progress reported by the Police Human Resources Section.
- Automate budget submission and analysis to enable real-time access to overtime and budget data.
 - 2021. Evaluate best practices and solutions for internal electronic budget request forms and electronic signatures on budget request forms.

- 2022. Determine funding source(s) for conversion to electronic processing.
- 2023. Work with appropriate technology personnel to develop a routing system for budget request forms based on assignments to pilot and evaluate system(s) and training requirements.
- 2024. Implement solution throughout the Department.
- 2025. Establish budget dashboards for relevant personnel.

➤ Progress reported by the Budget Management Section.

Initiative 4: Decentralize decision-making.

Action Items

- Empower subordinate leaders to take real-time actions to achieve Department goals in a fluid environment.
 - 2021. Encourage shift commanders to take ownership of their eight-hour shifts.
 - 2022. With input from their officers, shift commanders and supervisors will develop initiatives to address crime trends and community complaints.
 - 2023. Shift commanders and supervisors will be invited to Comstat to report on their initiatives.
 - 2024. Each shift's initiative will be assessed to determine whether adjustments are needed.
 - 2025. Complete an assessment of the initiatives developed across the County to identify the most effective tactics.
- Progress reported by the Operations Bureau.
- Encourage the rapid sharing of resources in support of real-time actions toward Department goals.
 - 2021. Ensure that there is communication and cooperation across precinct boundaries to address crime trends and community complaints.
 - 2022. Adopt the Violent Crime Reduction strategy Countywide, which requires cooperation and teamwork across precinct boundaries and throughout the organization.
 - 2023. Ensure that operational commands are implementing the strategy using a collaborative and holistic approach. This will require shared operational, investigative, and support resources, as well as contacts with outside agencies and community groups.
 - 2024. Assess the communication and collaboration across the County. Identify any obstacles that may be impacting efficiency and ensure that the crime reduction strategy has been fully implemented.
 - 2025. Review the impact of the crime reduction plan and our collaborative approach on our crime, organizational culture, and public confidence.

➤ Progress reported by the Operations Bureau.

Initiative 5: Identify and Eliminate Inefficiencies.

Action Items

- Civilianize administrative positions to maximize sworn efficiency.
 - 2021. Identify current sworn administrative positions potentially eligible for non-sworn staffing.

- 2022. Obtain independent audits of identified positions to make final determination of which positions should be converted.
 - 2023. Begin conversion process for confirmed positions.
 - 2024. Audit positions currently staffed by police assistants for potential permanent staffing or efficiency reorganization.
 - 2025. Complete conversion process for all confirmed positions.
 - Progress reported by the Police Human Resources Section.
 - Analyze work processes to remove redundancies.
 - 2021. Analyze the promotional process.
 - 2022. Analyze the Law Enforcement Officers Safety Act (LEOSA) process.
 - 2023. Analyze Fair Practices cases.
 - 2024. Analyze the Performance Enhancement Process (PEP).
 - 2025. Analyze Exit Interviews.
 - Progress reported by the Police Human Resources Section.
- Initiative 6: Coordinate and Collaborate with Other County Departments.

Action Items

- Collaborate with the County Office of Homeland Security and Emergency Management (HSEM) regarding homeland security programs and initiatives.
 - 2021. Enhance the Department's representation and participation in HSEM.
 - 2022. Develop a multi-year, multi-agency training program for discussion and operations based exercises in consultation with the Department's Incident Management Team (IMT).
 - 2023. Focus on Baltimore County's Threat and Hazard Identification and Risk Assessment (THIRA) in preparation for the state review.
 - 2024. Collaborate with the Maryland Emergency Management Agency (MEMA) for the state review of the THIRA.
 - 2025. Review and update the County's Emergency Operations Plan and Continuity of Operations Plan.
- Progress reported by the Criminal Intelligence & Homeland Security Section after consultation with the IMT.
- Delegate non-crime tasks to other suitable County agencies when appropriate.
 - 2021. Continue the productive relationship with partner agencies in the Social Distancing Task Force.
 - 2022. Adopt the collaborative model established with the Social Distancing Task Force to address community complaints.
 - 2023. Conduct messaging regarding the use of these resources internally and externally to promote awareness.
 - 2024. Review the volume of referrals to the other agencies.
 - 2025. Review the impact on overall community complaints and crime.
- Progress reported by the Operations Bureau.