



MONTGOMERY COUNTY DEPARTMENT OF POLICE

Strategic Plan

Fiscal Year 2016 - Fiscal Year 2020



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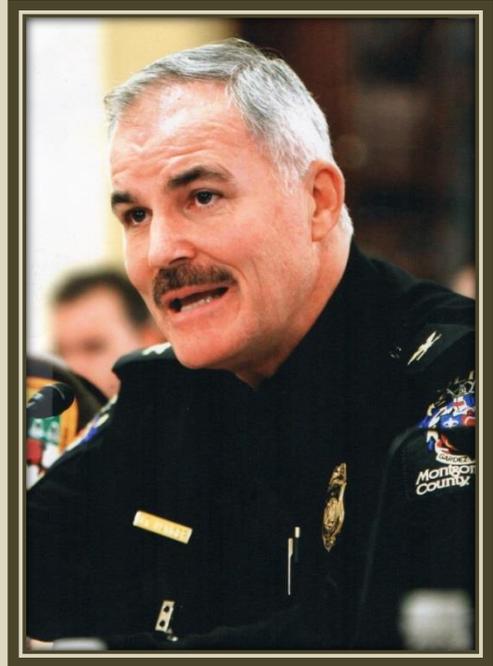
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A MESSAGE FROM CHIEF MANGER

Amidst a challenging environment for law enforcement, it is with a strong sense of optimism that I present the Montgomery County Police Department's Strategic Plan for Fiscal Years 2016-2020. These strategies are built upon input from community stakeholders, as well as department members. Each supports our mission and vision through clearly defined goals and objectives, helping us to effectively allocate limited resources to positively impact difficult challenges facing our County.

These five strategies will provide us direction for the life of the plan:

- Provide high quality police services to reduce and prevent crime and create safer communities.
- Effectively manage and deploy personnel and resources.
- Strengthen internal and external communications.
- Develop future leaders.
- Create a culture of integrity, fairness, service, and professionalism.



The myriad of challenges facing law enforcement and society today are complex, demanding strategic planning and effective execution of thoughtful objectives. We have established a solid foundation to address the needs of our community, our department, and our County government. This manner of accomplishing our goals will require commitment and patience from many different resources, both internal and external to our department.

We will execute this plan as a team, creatively seeking effective ways to meet the objectives and strategies, while strengthening community trust through partnerships and collaboration with our community and stakeholders.

Our commitment to achieving the highest level of organizational excellence has not wavered. I remain proud of our Police Department, and grateful to the residents, the Council, and County Executive for their engagement and support. Our continued success will be directly tied to our ability to effectively keep our communities safe, while developing, training, leading, and caring for the men and women of our department.

J. Thomas Manger
Chief of Police

ORGANIZATIONAL OVERVIEW

On April 13, 1922, the Maryland legislature directed the Montgomery County commissioners to appoint six constables, who came to be known as the Montgomery County Police. The men and women of the Montgomery County Department of Police (MCP) have been proudly serving and protecting the citizens of Montgomery County, Maryland since then. By July 1922, the County had installed a Chief of Police and five privates to protect and serve one of Maryland's first counties. Ninety three years later, the Department has grown to approximately 1,900 total employees, distributed between four bureaus: Patrol Services, Investigative Services, Field Services, and Management Services. From humble beginnings, operating out of the Red Brick Courthouse, the Department now has six district stations and serves a population of 1.03 million people. There have been many milestones in Montgomery County since 1922:

1928: Officer Joseph A. Case became the first MCP officer to be killed in the line of duty when his motorcycle struck an occupied vehicle sitting on Wisconsin Avenue.

1932: The Department began transitioning from motorcycles to cars, allowing radio communication.

1935: The Department began recruit and in-service training programs, and the Chief of Police made a request for bulletproof vests.

1950: Each station created Accident Prevention Units (APU's) to address the rising traffic issues in the County.

1959: The Department used uniformed police women as "Meter Maids". Females were also hired as plain-clothes detectives in 1960. There were no uniformed police women on regular patrol until 1972.

1961: Montgomery County was among the first departments in the nation to implement an educational incentive plan.

1968: Montgomery County hired its first African American to serve as a police officer.

1978: The Crime Solvers program began.

1982: A former employee drove through the glass lobby doors of the IBM office building, firing at anyone he saw.

1991: The newly constructed and outfitted Forensic Sciences Laboratory opened for business in Headquarters.

1993: The MCP received its first Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation and the department completes its first Strategic

Implementation Plan, describing the transition from a traditional police force to a community oriented organization. A Police Advisory Committee for Community Diversity also held its first public meeting at the end of the year.

1994: The first MCP Citizen Academy was held, as an extension of the department's community policing efforts. And the Police Community Action Team (PCAT) was formed to provide a specialized police presence in at-risk locations.

1996: A Master Facilities Plan was developed, including an analysis of long-term staffing needs, future service demands, and an implementation plan.

2001: The attacks of September 11 represent a major shift in policing. War begins in Iraq and Afghanistan. Homeland security becomes another function of police departments nationwide.

2002: Sniper attacks began in Montgomery County and terrified everyone in the surrounding area for several weeks, launching a regional effort to identify and apprehend the suspects.

2003: A state-of-the-art Emergency Communications Center opened in Gaithersburg.

2006: Speed cameras were authorized by the Maryland General Assembly, for use in Montgomery County only. The County launched "Safe Speed" in 2007.

2007: The MCP Stat program began with weekly command meetings to review incident and crime trend information and to identify the responses to increases in crime.

2010: An armed suicide bomber took hostages in the Discovery Building in Silver Spring. This situation marked the first time that law enforcement in the United States confronted a suicide bomber with hostages.

2011: The police department created its own official Facebook and Twitter accounts.

2014: The shooting of a young, African American male in Ferguson, Missouri was the first in a series of events that contributed to ongoing scrutiny of law enforcement.

2015: The MCP began a pilot program for body worn cameras.

Nine decades later, there have been momentous and meaningful changes within the field of law enforcement, and within Montgomery County: uniforms and equipment; training and technology; crime prevention and community relations. Seventeen officers have been killed in the line of duty. Yet, the Police Department continues to strive for excellence in meeting the needs of the residents and the visitors of Montgomery County. Strategic planning cultivates the ability to anticipate and respond to rapidly changing economic, demographic, and political environments, through broad and visionary thinking for a multi-year time frame. This Strategic Plan will provide a blueprint for the next five years, ensure there are specific and measurable goals and objectives that support the department's mission, and

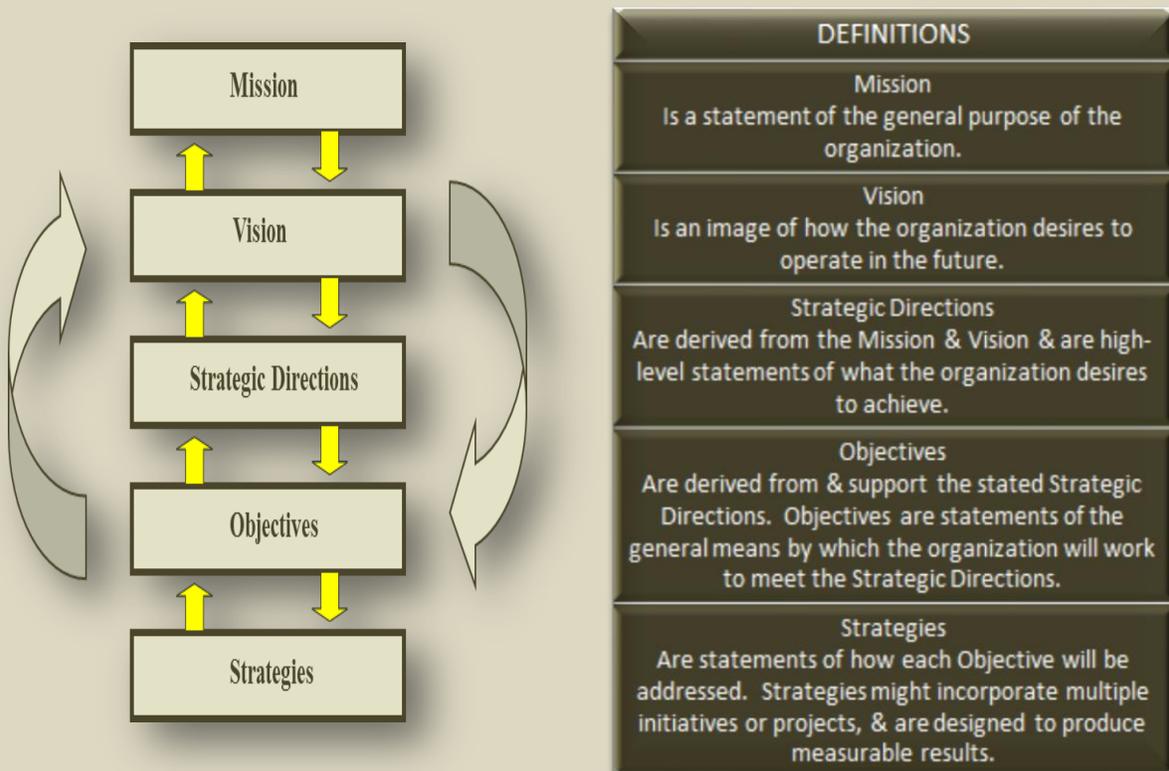
increase the public’s trust by holding the department accountable for its use of resources and its decision making.

OUR MISSION

The mission of the Montgomery County Department of Police is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens. We are committed to working in partnership with the community to identify and resolve issues that impact public safety.

OUR VISION

We, the Montgomery County Department of Police, in cooperation with the community we serve, will work to enhance community relations and build trust through transparency, accountability, and strong leadership. We will strive to be a premiere law enforcement agency by employing a highly educated, diverse, and technical workforce that utilizes purpose-driven technology, and effectively balancing our resources to meet our mission.



TRENDS IN POPULATION, WORKLOAD, AND PERSONNEL

During the planning process, the Policy and Planning Division conducted an internal and external analysis to identify trends and factors that may potentially impact the implementation of the plan. This included a review of the County’s demographics and population trends, available resources, and demand for police services.

The following trends and factors were identified:

- ✦ The population of Montgomery County has increased approximately 6% since 2010 and will continue to increase gradually. Population growth in Montgomery County continues to exceed Maryland’s growth percentage (3.5%). The northern part of the County, in the area of Germantown and Clarksburg (the 5th District) will experience the greatest volume of growth.

| POPULATION, HOUSEHOLDS, AND EMPLOYMENT FORECAST | | | | | | | |
|---|---------|-----------|-----------|-----------|-----------|-----------|-----------|
| Montgomery County, MD | | | | | | | |
| Forecast Round 8.3 | 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 |
| Total population | 972,600 | 1,020,000 | 1,067,000 | 1,110,000 | 1,153,900 | 1,184,600 | 1,203,000 |
| Household population | 961,200 | 1,006,300 | 1,053,300 | 1,094,000 | 1,136,900 | 1,167,400 | 1,185,300 |
| Group quarters population | 11,400 | 13,700 | 13,800 | 16,000 | 17,100 | 17,300 | 17,800 |
| Households | 361,000 | 377,500 | 397,000 | 414,900 | 434,800 | 449,900 | 460,200 |
| Employment | 510,300 | 532,000 | 564,400 | 598,800 | 635,300 | 674,000 | 715,100 |

Source: Montgomery County Forecasts, Round 8.3; Research & Special Projects, Montgomery County Planning Department.

- ✦ The County has witnessed landmark demographic changes¹ in the last decade; the changing make-up of residents is more dramatic than the population growth.
 - In 2010, minorities were more than half of County’s population (50.7%).
 - Montgomery County is a “revolving door” for domestic migration [5 year net domestic loss: 5,800].
 - Montgomery County is an immigration magnet [5 year net gain: 27,200].
 - Net natural increase [births > deaths, 5 year net gain: 23,800].
- ✦ The County will have competing demands related to:
 - The need to fund the Montgomery County Public Schools (MCPS) due to increased enrollment, and the need to maintain or expand infrastructure.
 - The need to maintain/expand the infrastructure for all County agencies.
 - The backlog of capital improvements projects (CIP) that have been deferred or postponed, leaving little room for new CIP initiatives.
 - General deterioration of the County’s infrastructure (buildings and fleet in particular) and the need to allocate more funding to restore a more effective maintenance/replacement program for these assets.
- ✦ Total calls for service to the Emergency Communications Center have remained fairly stable since 2011, after a significant drop in 2013. The reduction in call volume in 2013 was attributed to lower incidences of crime and a relatively quiet and calm weather season. The total call volume has remained relatively steady

¹ Sources: Maryland Department of Planning, 2010-2040 Racial Forecast

throughout the first half of 2015 and nonemergency call volume has increased slightly due to the transfer of the Fire Department's nonemergency number as a part of the consolidation project.

| | 2011 | 2012 | 2013 | 2014 |
|---------------------------|---------|---------|---------|---------|
| Total Calls | 839,827 | 839,979 | 794,124 | 823,155 |
| Emergency Calls | 572,255 | 578,575 | 533,428 | 551,394 |
| Nonemergency Calls | 245,929 | 239,946 | 238,273 | 250,732 |
| Dispatched Calls | 226,182 | 218,024 | 214,820 | 201,812 |

- ✦ Since 2005, criminal activity has been steadily declining. From 2005 to 2013, Part I offenses dropped 29.5%, while Part II activity was 28.5% lower in 2013 than 2005. In 2014, those numbers began to increase; Part I offenses increased 10.6% over 2013, and Part II activity rose 6.3% in that same year. The total numbers were still significantly lower than they had been in the previous ten years, but the gradual increase in 2014 seemed to mark the end of the steady decline in criminal activity. In the first half of 2015, the department recorded increases in four of the seven Part I crime categories, including homicide, rape, aggravated assault, and robbery. Overall, Part I offenses were 5.1% lower after the first six months, compared to the same time frame in 2014.

| Crime Comparison | | | | | | |
|--|---------------------------|---------------------------|---------------|-------------------------|-------------------------|--|
| 01/01/2014 - 06/30/2014 vs 01/01/2015 - 06/30/2015 | | | | | | |
| | 2014 # of Incidents | 2015 # of Incidents | % Diff | 2014 Closure Rate | 2015 Closure Rate | |
| Homicide | 12 | 14 | 16.7% | 91.7% | 92.9% | |
| Rape | 65 | 137 | 110.8% | 86.2% | 87.6% | |
| Forcible | 55 | 124 | 125.5% | 85.5% | 87.9% | |
| Attempt - Force | 10 | 13 | 30.0% | 90.0% | 84.6% | |
| Robbery | 283 | 295 | 4.2% | 48.1% | 53.2% | |
| Non-Commercial | 231 | 253 | 9.5% | 49.8% | 56.1% | |
| Commercial | 52 | 42 | (19.2%) | 40.4% | 35.7% | |
| Agg. Assault | 391 | 482 | 23.3% | 74.2% | 65.8% | |
| Burglary | 1,076 | 895 | (16.8%) | 36.8% | 34.7% | |
| Residential | 839 | 738 | (12.0%) | 36.7% | 35.8% | |
| Commercial | 221 | 142 | (35.7%) | 36.2% | 30.3% | |
| School | 16 | 15 | (6.3%) | 50.0% | 26.7% | |
| Larceny | 6,400 | 5,972 | (6.7%) | 24.9% | 25.5% | |
| Shoplifting | 1,334 | 1,245 | (6.7%) | 76.2% | 68.6% | |
| Veh Rltd Theft | 2,229 | 2,351 | 5.5% | 7.0% | 11.2% | |
| From Bldgs | 1,338 | 1,079 | (19.4%) | 11.7% | 15.1% | |
| All Others | 1,499 | 1,297 | (13.5%) | 17.6% | 18.6% | |
| Auto Theft | 372 | 365 | (1.9%) | 18.3% | 18.1% | |
| Part I Total | 8,599 | 8,160 | (5.1%) | 29.6% | 30.7% | |

Unfounded incidents not included
Run Date: 10/27/15

- ✦ With more than one million people living in Montgomery County, traffic and pedestrian safety remains a top priority for the department. Over the last five years (2010-2014), there have been 168 fatal traffic collisions, resulting in 185 deaths. Despite repeated enforcement initiatives, there were more than 22,000 total dispatched traffic collision events in 2014, a 10.2% reduction since 2010.
- ✦ The department will experience challenges and opportunities related to the following:
 - Staffing. Although the department received more than 150 new positions throughout the economic downturn (including the positions required for the new Animal Shelter), the future fiscal outlook and the short term staffing is leaner for the next several years. Staffing/hiring will be critical for the Public Safety Communications Center consolidation process, but the department overall will have to analyze its staffing needs and be more responsive and flexible in its decision making. Many of the strategies outlined in this document will provide the analytical foundation for those important choices over the next few years.
 - The fleet replacement program is expected to take several years to rectify.
 - New technologies, as well as replacement of current technology assets (i.e., Next Generation 911, MVS replacement, etc.).
 - Consolidation of the Emergency Communications Center as a unified entity under the police department.
 - Major capital improvements needed, including several district stations and substations (4D, 5D, potential new districts), the Public Safety Communications Center, etcetera.
 - State and federal grant funding has been drying up over the last few years.
 - The public scrutiny of law enforcement that has been expanding since 2014, and the impact of the effects that movement has on officers and operations, policies and procedures.
 - Recommendations suggested by the President's Task Force on 21st Century Policing (*see additional section on this topic*).

ASSUMPTIONS

This plan was developed under the assumption that it would be implemented in a somewhat stable environment. Calendar year 2010 was projected to mark the bottoming out of the recession and the beginning of the economic recovery for the national economy. The Montgomery County Council made many tough fiscal decisions at the height of the recession, in an effort to address the top priority concerns of County residents, while holding the line on taxes. The County's proximity to the U.S Capitol and its executive agencies has had a profound influence on the economy, sheltering Montgomery County from the worst effects of prior recessions. Implementation of the Strategic Plan may be impacted by any significant changes to the operating environment. Successful implementation is based on the key assumption that revenue will remain flat or experience a decline. The following key assumptions contributed to the development of the plan:

- ✦ The unemployment rate will remain one of the lowest in Maryland, and the county will continue to be amongst the highest in job openings/distribution. There are more than 400,000 workers employed by over 32,000 businesses², including Discovery Communications, Lockheed Martin, Hughes Network Systems, Marriott International, and MedImmune, among others.
- ✦ Property tax revenue should remain stable. Overall revenue growth will continue to be slow.
- ✦ Montgomery County will continue to attract an increasingly diverse, technologically savvy, and well-educated population.

In May 2015, prior to this plan being published, the U.S. Supreme Court ruled that the scope of the state of Maryland’s constitutional authority to tax the personal income of their residents violated the Commerce Clause (*Comptroller of the Treasury of Maryland v. Wynne et ux.*). As a result, the state of Maryland owes approximately \$200 million in refunds to residents who were “double taxed”; Montgomery County is expected to lose \$10 million in income tax revenue during FY16, with FY17 and FY18 bringing losses up to \$50 million in revenue. This revenue loss will have a tremendous impact on Montgomery County; the Council has begun working to identify savings in the FY16 budget and acknowledged that caution must be exercised moving forward, in order to maintain the County’s strong financial position.

THE PLANNING PROCESS

The strategic planning process allows the department to establish a vision for the future and develop well-defined objectives and strategies to accomplish the goals. The Strategic Plan serves as a roadmap that steers the department and promotes effective resource allocation and budget planning, while simultaneously ensuring accountability and transparency. It is a “living” document; it will be reviewed and updated annually to reflect current issues, organizational goals, changes in service demands and community expectations, and the state of the County.

The planning process the department began in 2015 marked the first formal strategic planning process that MCP had held in more than a decade. The last formal, multi-year strategic plan the department prepared covered the period 2004 to 2006. There have been many changes since that time, to include a recession that significantly impacted the County government. Thus, it was also important to the department’s leadership and planning team to receive feedback from line level employees and external stakeholders: residents, businesses, and other organizations.

² Data received from the [Maryland Workforce Exchange](#).

The 2015 planning process began with a full-day, executive retreat. It was attended by police executive and command staff and all civilian directors and deputy directors. The primary purpose of this retreat was to assess and evaluate the standing of the department. The department cannot determine where it is going if it does not understand where it has been. Attendees revisited the department's mission, updated the vision, and moved on to an intense brainstorming session that would later identify five strategic directions that will guide the agency over the next several years.

Prior to the retreat, the executive staff reviewed several key inputs that served as a guide during the planning process:

- ✦ County demographic, economic, and financial trends.
- ✦ Crime trends and calls for service data.
- ✦ Key accomplishments over the previous five years.
- ✦ County capital improvement plans and residential and commercial development plans.
- ✦ Past police department budget allocations.

Once the retreat attendees had identified the overarching strategic directions, informed by these key observations, approximately 20 strategic objectives were formulated. The retreat concluded, and the material gathered that day was organized and approximately 30 strategies emerged.

Following the retreat, the Planning Section facilitated a series of eight community meetings to encourage citizens' feedback in the process, followed by a survey/questionnaire administered to the community groups through Survey Monkey. Seventy-six survey responses were received and analyzed for contributions to the planning process. The majority of all discussions that occurred at the meetings, as well as the feedback from the survey, was related to community outreach, engagement, and communication. There were several strategies related to community outreach and engagement that emerged from the retreat process, so the community assessments appeared to reaffirm the department's structured analysis of its own strengths, weaknesses, and opportunities.

Lastly, following discussions with representatives from the Fraternal Order of Police (FOP) Lodge #35 and the Montgomery County Government Employees Organization (MCGEO), a short survey was administered to all departmental employees using Survey Monkey. There were a total of 179 responses received: 128 sworn and 51 non-sworn members. Overall, the responses indicated the department may want to focus on staffing and operations, and community outreach and engagement, an indication that the department's proposed goals were timely and relevant.

PRIORITIZATION

During the months following the retreat, the Chief assigned sponsors (Assistant Chiefs) for each strategic direction, and the sponsors assigned strategy leaders and recommended others for support of the various strategies. A 5-year calendar was developed, outlining the department's priorities and identifying funding status. The strategy leaders then worked

with their teams and necessary command staff to develop strategy definitions, measures of success, and action plans for each strategy.

IMPLEMENTATION AND EVALUATION

SPONSORSHIP & ACCOUNTABILITY

The department's executive staff is committed to the successful administration of this strategic plan. The Chief of Police, Assistant Chiefs, and other executive staff take personal responsibility for implementation of the plan and will work together to balance resources as the "strategy teams" move forward.

TRACKING & MEASUREMENT

Progress toward the strategic plan shall be tracked through an internal tool that is updated on a monthly basis. The tracking tool contains detailed information about the department's strategies and includes key accomplishments, current status, timelines, history of extensions, and any issues that need to be addressed. The internal tracking tool is used to produce reports that are reviewed by the Chief of Police and other executive staff members at a designated monthly meeting. The meetings shall provide a forum for recognizing accomplishments and open discussion if a sponsor or strategy leader indicates an issue needs to be resolved or additional resources need to be dedicated to keep the strategy on schedule.

In addition to the monthly updates, quarterly progress reports highlighting key accomplishments shall be provided by the Planning Section for review by the Chief of Police and the Assistant Chiefs.

ANNUAL REVIEW & UPDATE OF THE PLAN

As the department looks forward, the strategic plan shall be reviewed yearly, in conjunction with the County's annual budget process. Implementing an annual review will allow the department to assess its overall objectives and strategies and reprioritize, if necessary, based on service indicators, crime statistics, operating expenses, or special initiatives. A revised 5-year plan will be published every fiscal year, based upon the outcomes of the annual review. This also provides a strong foundation for the development of the department's operating budget and capital improvement plan, and evaluation of staffing, equipment, and other resource requirements.

An annual performance update will be prepared each year following the review. The performance update will provide information on the progress and status of each strategy initiated that fiscal year. The performance report will be publicly available through the Montgomery County Department of Police website.

The Planning Section of the Policy and Planning Division will have responsibility for administrative oversight of this process. The Planning Section shall maintain the plan, the

internal tracking mechanisms and measurement reports, and ensure that the monthly and quarterly status updates and the annual review and update are conducted.

Adaptability will be a major key to the success of our implementation plan. The success of this endeavor will depend on the department's ability to identify necessary changes and restructure or refine our efforts or processes whenever they fail to bring the best results. Although this is a multi-year plan for implementation, it is also an ongoing evaluation and refinement process.

PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING

On December 18, 2014, President Barack Obama signed an Executive Order establishing the *President's Task Force on 21st Century Policing*. The mission of the task force was to examine ways of fostering strong, collaborative relationships between local law enforcement and the communities they protect, and to identify best practices and otherwise make recommendations to the President on how policing practices can promote effective crime reduction while building public trust. The Task Force submitted their final report to the President on May 18, 2015. The report contains approximately 60 recommendations that identify a number of programs and initiatives intended to promote best practices addressing how policing practices can support effective crime reduction while building public trust.

The recommendations made by the Task Force, each with action items, were organized around the following six main topic areas or "pillars:"

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Officer Training and Education
6. Officer Safety and Wellness

In March 2015, the Assistant Chief of the Montgomery County Police (MCP) Management Services Bureau (MSB) formed an internal workgroup (herein after referred to as MCP 21st Century Workgroup). The MCP 21st Century Workgroup was responsible for reviewing the recommendations of the *President's Task Force on 21st Century Policing* and identifying follow-up strategies and challenges regarding implementation of specific policy changes, programs, or initiatives in the agency related to the Task Force's recommendations.

The workgroup was also expected to evaluate the most critical aspects of the report, identify any pertinent information that should be incorporated into the department's Strategic Plan, and present its findings to the department's Executive Staff. Based on its assessment of the report, the workgroup identified 21 action items for consideration and/or follow-up action; 13 (62%) that are related to goals identified in the department's

Strategic Plan. The fundamental principles involved in the majority of these items focus on community engagement, open lines of communication, trust, and transparency between the police and the community.

Establishing and maintaining partnerships with the community are something the department has historically done and will aggressively continue to do in the future as part of its strategic planning process. These partnerships directly contribute to enhanced police-citizen cooperation, including the flow of information about community concerns, crimes and suspects; facilitate mutual respect among officers and the communities they protect and serve; and can be a force multiplier that allows law enforcement to tap into valuable community resources in efforts to prevent and deter crime.

SUMMARY

On the following pages, you will find the results of the executive session, the community meetings, and the community and employee surveys. Although every strategic direction is critical in moving the department closer to achieving its mission, Chief Manger has identified several priorities for the department to focus on initially:

- Enhance Patrol Capabilities
- Assess and Prioritize Effective Staffing
- Implement Outreach and Prevention Initiatives
- Improve Community Relations

There are many objectives and strategies that are complementary and/or interconnected, and also closely related to recommendations from the *President's Task Force on 21st Century Policing*. Beginning on page 15, the strategies are presented in a manner that allows you to see how the strategies are associated, when the strategy is anticipated to begin, and the funding status. On pages 24 through 34, there is more specific information related to each specific strategy, including a description of the strategy (what the goal is); what success looks like to the department; and the designated strategy leader(s). Finally, page 35 presents the 5-year implementation schedule, detailing the expected end dates of the strategies as they are currently written. Almost every strategy will require a period of research, analysis, and evaluation. In some cases, the longterm strategies may appear vague or broad in scope, but it is expected that as the department progresses through the plan annually, the strategic directions, objectives, and strategies will become more focused.

STRATEGIC DIRECTIONS & OBJECTIVES

The following chart summarizes the five strategic directions that the department will focus on over the next five years.

| STRATEGIC DIRECTIONS | STRATEGIC OBJECTIVES |
|---|--|
| 1.0 PROVIDING HIGH QUALITY POLICE SERVICES TO REDUCE AND PREVENT CRIME AND CREATE SAFER COMMUNITIES | 1.1 Enhance Patrol Capabilities. 1.2 Enhance Investigative Capabilities. 1.3 Enhance Traffic Safety. 1.4 Implement Outreach and Prevention Programs. |
| 2.0 MANAGING AND DEPLOYING PERSONNEL & RESOURCES EFFECTIVELY | 2.1 Assess and Prioritize Effective Staffing. 2.2 Balance Resources. 2.3 Staff for the Future. |
| 3.0 STRENGTHENING INTERNAL & EXTERNAL COMMUNICATIONS | 3.1 Promote Internal Communications. 3.2 Improve Community Relations. |
| 4.0 DEVELOPING FUTURE LEADERS | 4.1 Create Incentives For Promotions. 4.2 Enhance Career Development. |
| 5.0 CREATING A CULTURE OF EXCELLENCE | 5.1 Create a Culture of Accountability. 5.2 Institute an Equitable Performance Evaluation System. 5.3 Improve Labor & Management Relations. 5.4 Mitigate Bureaucracy. |

1.0 PROVIDING HIGH QUALITY POLICE SERVICES TO REDUCE AND PREVENT CRIME AND CREATE SAFER COMMUNITIES.³

Strategic
Direction
1.0

- 1.1 Enhance Patrol Capabilities.
- 1.2 Enhance Investigative Capabilities.
- 1.3 Enhance Traffic Safety.
- 1.4 Implement Outreach and Prevention Programs.

| |
|--|
| <p>Sponsored by:</p> <p>Asst. Chief Darryl McSwain 1.1</p> <p>Asst. Chief Russ Hamill 1.2</p> <p>Asst. Chief Betsy Davis 1.3</p> <p>Asst. Chief Darryl McSwain 1.4</p> |
|--|

³ This Strategic Direction, as well as the objectives and strategy ideas on the next page were created post-retreat to fill a gap. The strategies presented here address issues identified in the SWOT analysis.

1.1 Enhance Patrol Capabilities.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|---------------------------|--------------------------|
| 1.1.1 | Continue and enhance efforts to reduce index crime. | 1 | ER | 1.1.3; 1.2.1; 2.2.2 | |
| 1.1.2 | Target enforcement efforts of known offenders and those with active warrants. | 1 | ER | 2.2.2 | |
| 1.1.3 | Improve the crime analysis program in support of patrol. | 1 | ER | 1.2.1; 2.2.2 | |
| 1.1.4 | Expand the capacity to respond to and manage critical events. | 2 | ER | 2.2.2 | |

1.2 Enhance Investigative Capabilities.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 1.2.1 | Expand the capacity to close cases with technological enhancements. | 4 | ER | | |

1.3 Enhance Traffic Safety.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 1.3.1 | Conduct a workforce analysis on decentralized vs. centralized traffic models. | 1 | ER | | |
| 1.3.2 | Implement and enhance strategies for effective traffic safety enforcement. | 1 | ER | | |

1.4 Implement Outreach and Prevention Initiatives.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|--|------|----------------|-----------------|--------------------------|
| 1.4.1 | Enhance crime prevention efforts. | 1 | ER | 2.1.1 | ✓ |
| 1.4.2 | Develop outreach programs targeted towards vulnerable populations. | 1 | ER | | ✓ |

| YEAR | FUNDING STATUS |
|---------------|-------------------------|
| FY2016/17 = 1 | ER = Existing resources |
| FY2017/18 = 2 | GF = Grant funded |
| FY2018/19 = 3 | NF = Not funded |
| FY2019/20 = 4 | O = Other |

2.0 MANAGING AND DEPLOYING PERSONNEL AND RESOURCES EFFECTIVELY.

Strategic
Direction
2.0

- 2.1 Assess and Prioritize Effective Staffing.
- 2.2 Balance Resources.
- 2.3 Staff for the Future.

Sponsored by:

Asst. Chief Betsy Davis
2.1

Asst. Chief Luther Reynolds
2.2

Asst. Chief Luther Reynolds
2.3

2.1 Assess and Prioritize Effective Staffing.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 2.1.1 | Evaluate strategies for better deployment of resources. | 1 | ER | | ✓ |

2.2 Balance Resources.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 2.2.1 | Allocate appropriate funding for equipment and facilities. | 2 | ER | 2.1.1 | |
| 2.2.2 | Identify and allocate mission-driven technological resources. | 3 | ER | 1.2.1 | |

2.3 Staff for the Future.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 2.3.1 | Strengthen and expand hiring strategies to recruit and retain a diverse and talented workforce. | 1 | ER | | ✓ |

| YEAR | FUNDING STATUS |
|---------------|-------------------------|
| FY2016/17 = 1 | ER = Existing resources |
| FY2017/18 = 2 | GF = Grant funded |
| FY2018/19 = 3 | NF = Not funded |
| FY2019/20 = 4 | O = Other |

3.0 STRENGTHENING INTERNAL AND EXTERNAL COMMUNICATIONS.

Strategic
Direction
3.0

3.1 Promote Internal Communications.

3.2 Improve Community Relations.

Sponsored by:

Asst. Chief Betsy Davis

3.1

Asst. Chief Darryl McSwain

3.2

3.1 Promote Internal Communications.

| | Strategies | Year | Funding Status | Cross Reference | 21 st Century |
|-------|---|------|----------------|-----------------|--------------------------|
| 3.1.1 | Increase and improve the effectiveness of communication between all bureaus. | 3 | ER | | ✓ |
| 3.1.2 | Evaluate and refine the business processes for information collection, processing, and dissemination. | 3 | ER | | ✓ |

3.2 Improve Community Relations.

| | Strategies | Year | Funding Status | Cross Reference | 21 st Century |
|-------|--|------|----------------|-----------------|--------------------------|
| 3.2.1 | Collaborate with other County agencies to address community needs. | 1 | ER | 1.4.1; 1.4.2 | ✓ |
| 3.2.2 | Develop and enhance partnerships with businesses and nonprofits to address and support mutual community needs. | 1 | ER | 1.4.1; 1.4.2 | ✓ |

| YEAR | FUNDING STATUS |
|---------------|-------------------------|
| FY2016/17 = 1 | ER = Existing resources |
| FY2017/18 = 2 | GF = Grant funded |
| FY2018/19 = 3 | NF = Not funded |
| FY2019/20 = 4 | O = Other |

4.0 DEVELOPING FUTURE LEADERS.

4.1 Create Incentives for Promotions.

4.2 Enhance Career Development.

Strategic
Direction
4.0

Sponsored by:

Asst. Chief Luther Reynolds

4.1

Asst. Chief Luther Reynolds

4.2

4.1 Create Incentives for Promotions.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|--|------|----------------|-----------------|--------------------------|
| 4.1.1 | Engage more eligible personnel in the promotional process. | 3 | ER | | |

4.2 Enhance Career Development.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 4.2.1 | Establish a comprehensive career development program for all ranks. | 3 | ER | 4.2.2; 4.2.3 | |
| 4.2.2 | Establish an accessible career development unit or office with resources. | 4 | NF | 4.2.1; 4.2.3 | ✓ |
| 4.2.3 | Implement a career track program. | 4 | NF | 4.2.1; 4.2.2 | ✓ |
| 4.2.4 | Create a formal mentoring program for all employees. | 3 | ER | | |
| 4.2.5 | Create opportunities for skill development through succession planning efforts. | 2 | ER | | |

| YEAR | FUNDING STATUS |
|---------------|-------------------------|
| FY2016/17 = 1 | ER = Existing resources |
| FY2017/18 = 2 | GF = Grant funded |
| FY2018/19 = 3 | NF = Not funded |
| FY2019/20 = 4 | O = Other |

5.0 CREATING A CULTURE OF EXCELLENCE.

Strategic
Direction
5.0

- 5.1 Create a Culture of Accountability.
- 5.2 Institute an Equitable Performance Evaluation System.
- 5.3 Improve Labor & Management Relations.
- 5.4 Mitigate Bureaucracy.

Sponsored by:

Asst. Chief Russ Hamill

5.1

Asst. Chief Russ Hamill

5.2

Asst. Chief Luther Reynolds

5.3

Asst. Chief Betsy Davis

5.4

5.1 Create a Culture of Accountability.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 5.1.1 | Embrace the principles of project management to ensure successful completion of all activities. | 4 | NF | | |
| 5.1.2 | Promote philosophy of participative leadership. Utilize knowledge and experience of people at all levels. | 4 | ER | | ✓ |

5.2 Institute an Equitable Performance Evaluation System.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|------------------------------------|------|----------------|-----------------|--------------------------|
| 5.2.1 | Redefine performance expectations. | 3 | NF | | ✓ |

5.3 Improve Labor & Management Relations.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 5.3.1 | Promote a balanced and effective labor management relationship. | 2 | ER | | ✓ |

5.4 Mitigate Bureaucracy.

| Strategies | | Year | Funding Status | Cross Reference | 21 st Century |
|------------|---|------|----------------|-----------------|--------------------------|
| 5.4.1 | Adopt a more progressive internal budget process. | 2 | ER | | |
| 5.4.2 | Refine the internal procurement process. | 2 | ER | | |

| YEAR | FUNDING STATUS |
|---------------|-------------------------|
| FY2016/17 = 1 | ER = Existing resources |
| FY2017/18 = 2 | GF = Grant funded |
| FY2018/19 = 3 | NF = Not funded |
| FY2019/20 = 4 | O = Other |

SUMMARY OF FY16-20 STRATEGIES

1.1 ENHANCE PATROL CAPABILITIES.

STRATEGY 1.1.1

Continue and enhance efforts to reduce index crime.

DESCRIPTION

This strategy will research and identify ways to reduce index crime rates, including, but not limited to emerging technologies, deployment options, reallocation of staff, specialized training, and management practices that directly impact patrol arrest rates and patrol follow-up case closures.

MEASURES OF SUCCESS

Reduction in Part I offenses.

STRATEGY LEADER(S)

Lt. James Brown & Lt. Bob Ravida

STRATEGY 1.1.3

Improve the crime analysis program in support of patrol.

DESCRIPTION

This strategy will look at the current crime analysis section's support of patrol and determine if additional systems or relationships can be implemented or enhanced to deliver more valuable information to patrol.

MEASURES OF SUCCESS

Implement a model of predictive policing, which lowers crime rates and improves closure rates.

STRATEGY LEADER(S)

Lt. James Brown & Lt. Bob Ravida

STRATEGY 1.1.2

Target enforcement efforts at known offenders and those with active warrants.

DESCRIPTION

This strategy will evaluate the impact of repeat offenders and those with outstanding warrants to determine the effectiveness of current procedures and evaluate the need for additional changes to the warrant delivery system and targeted patrol.

MEASURES OF SUCCESS

Substantially reduce or eliminate the warrant backlog.

STRATEGY LEADER(S)

Lt. James Brown & Lt. Bob Ravida

STRATEGY 1.1.4

Expand the capacity to respond to and manage critical events.

DESCRIPTION

This strategy will evaluate current critical incident management and determine what enhancements or changes need to be made to more effectively respond to critical incidents.

MEASURES OF SUCCESS

Ability to systematically review and assess critical incidents, resulting in reduction/elimination of repeated mistakes or deficiencies, and improved efficiency.

STRATEGY LEADER(S)

Lt. James Brown & Lt. Bob Ravida

SUMMARY OF FY16-20 STRATEGIES

1.2 ENHANCE INVESTIGATIVE CAPABILITIES.

STRATEGY 1.2.1

Enhance the capacity to close cases with technological enhancements.

DESCRIPTION

The goal of this strategy is to help MCPD work smarter and become more efficient investigatively, leading to increased case closures. Many cases go unsolved as a result of limited evidence and witnesses. This strategy will work to improve technology that puts more evidence and information into investigator's hands to close more cases, and more effectively delivers information to those in the field.

MEASURES OF SUCCESS

A method to monitor tactical and strategic crime issues, and utilize technology to more quickly develop viable leads and deliver useful information to the field. This will result in more well-equipped investigators, and cases closed and prosecuted more effectively.

STRATEGY LEADER(S)

Captain Darren Francke & Captain Dinesh Patil



SUMMARY OF FY16-20 STRATEGIES

1.3 ENHANCE TRAFFIC SAFETY.

STRATEGY 1.3.1

Conduct a workforce analysis on decentralized versus centralized traffic models.

DESCRIPTION

The goal is to determine the best staffing and deployment model for the department to support the enhanced strategies for effective traffic safety.

MEASURES OF SUCCESS

- Identify specific performance measures during traffic workforce analysis (i.e., overtime, span of control, etc.).
- Effectively achieve the goals of reducing fatalities and serious injury collisions through a more efficient deployment of resources to support initiatives and state grants.

STRATEGY LEADER(S)

Lt. David McBain

STRATEGY 1.3.2

Implement and enhance strategies for effective traffic safety enforcement.

DESCRIPTION

The goal is to design and implement strategies that reduce fatalities and serious injury collisions on Montgomery County roadways by following a data driven, multidisciplinary approach involving engineering, education, and enforcement.

MEASURES OF SUCCESS

3.1% decrease in fatal collisions and serious personal injury collisions per year for the next 5 years, with an overall decrease of 15.5%.

STRATEGY LEADER(S)

Lt. David McBain

1.4 IMPLEMENT OUTREACH AND PREVENTION INITIATIVES.

STRATEGY 1.4.1

Enhance crime prevention efforts.

DESCRIPTION

The purpose of this strategy is to identify data-driven crime prevention efforts that will meet the needs of the residents and reduce the fear of crime.

MEASURES OF SUCCESS

Reduction in crime and in the fear of crime.

STRATEGY LEADER(S)

Lt. Oneil Ormsby



STRATEGY 1.4.2

Develop outreach programs targeted towards vulnerable populations.

DESCRIPTION

The purpose of this strategy is to define and develop a community outreach and engagement program that addresses the needs of the population, particularly those most vulnerable.

MEASURES OF SUCCESS

Programs that result in:

- Increased satisfaction from the community and reduced fear of crime.
- More coordinated approach to grant funding opportunities for crime prevention and outreach.
- More timely investigations and increased case closures.

STRATEGY LEADER(S)

Lt. Nancy Hudson

SUMMARY OF FY16-20 STRATEGIES

2.1 ASSESS AND PRIORITIZE EFFECTIVE STAFFING.

STRATEGY 2.1.1

Evaluate strategies for better deployment of resources.

DESCRIPTION

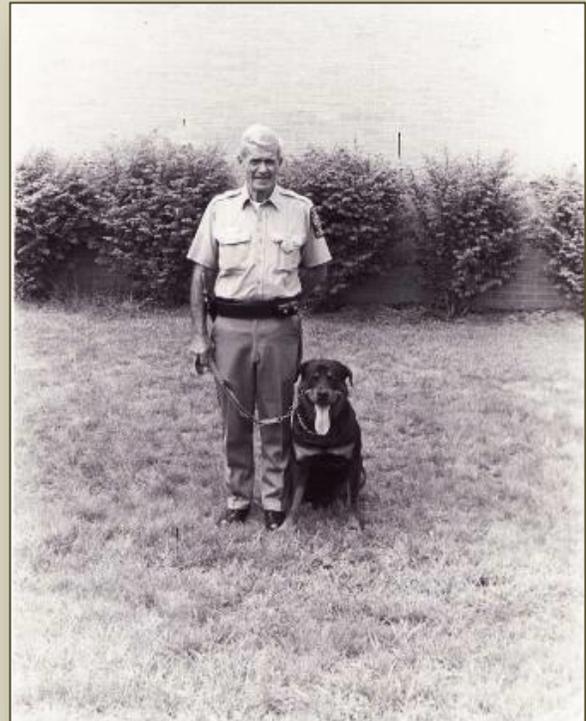
The purpose of this strategy is to examine the current workload of all units in the Patrol and Investigative Services Bureau to evaluate current staffing levels and make recommendations for the future.

MEASURES OF SUCCESS

- Improve staffing deployment to address the needs of the bureaus and the defined staffing/workload realities.
- Identify recommendations for allocating personnel based on workload (i.e., identify set criteria or standards upon which to base staffing decisions).

STRATEGY LEADER(S)

Captain Dave Gillespie



SUMMARY OF FY16-20 STRATEGIES

2.2 BALANCE RESOURCES.

STRATEGY 2.2.1

Allocate appropriate funding for equipment and facilities.

DESCRIPTION

The goal of this strategy is to identify future capital improvements and the need for other major significant assets (e.g., fleet) and develop a funding strategy.

MEASURES OF SUCCESS

- All equipment and facilities that need to be included are identified and included in a plan and/or on a timeline.
- Grant opportunities are identified and utilized to the maximum extent possible to fund identified projects.
- Equipment and facilities are replaced in a timely manner.

STRATEGY LEADER(S)

Captain Dave Falcinelli

STRATEGY 2.2.2

Identify and allocate mission-driven technological resources.

DESCRIPTION

Appropriate planning and funding for technological improvements and major significant (recurring and one-time) expenditures is essential to ensuring that our technology systems and infrastructure remain usable and support our officers' requirements. These technological assets consist of hardware, software, and human capital. It is critical to identify these assets and plan for their growth and transformation, formally tying them to the MCPD mission, so that as our agency grows so does our technical support model.

MEASURES OF SUCCESS

- Production of a 1, 3, and 5-year model depicting the lifecycle of each area of Police Technology.
- Agreement with the OMB on an overall funding strategy for these technologies.
- Production of a Technology Staff training plan for each area of technical support.

STRATEGY LEADER(S)

Mr. Brian Acken

2.3 STAFF FOR THE FUTURE.

STRATEGY 2.3.1

Strengthen and expand hiring strategies to recruit and retain a diverse and talented workforce.

DESCRIPTION

MCP will evaluate hiring practices and processes to identify new approaches to hiring the best qualified candidates that include substantial representation of both genders and all races.

MEASURES OF SUCCESS

- Increased representation of diverse applicants in the hiring pool.
- Reduction in the attrition rate of diverse candidates in the academy.
- Improve retention rates beyond the 5-year mark.

STRATEGY LEADER(S)

Captain Dave Anderson



SUMMARY OF FY16-20 STRATEGIES

3.1 PROMOTE INTERNAL COMMUNICATIONS.

STRATEGY 3.1.1

Increase and improve the effectiveness of communication between all bureaus.

DESCRIPTION

Determine the framework by which a unified, internal communications plan can be developed and enacted, and a technical solution supporting that plan implemented.

MEASURES OF SUCCESS

- Production of an approved internal communications plan documenting the flow of information within MCPD.
- Translation of that plan into an actionable technical solution (such as a SharePoint installation or new Web Board).
- Improved communication throughout the agency, increased job satisfaction and morale.

STRATEGY LEADER(S)

Mr. Brian Acken

STRATEGY 3.1.2

Evaluate and refine the business processes for information collection, processing, and dissemination.

DESCRIPTION

Determine the framework and technology by which MCPD Records, Crime Analysis, PIO, and others will collect, source, and disseminate information.

MEASURES OF SUCCESS

- Production of an approved internal/external data and information sharing plan, documenting the sourcing, flow, and dissemination of information within MCPD.
- Translation of that plan into an actionable policy and/or technical solution (such as an expansion of the current IBI Webfocus dashboard).

STRATEGY LEADER(S)

Mr. Brian Acken

3.2 IMPROVE COMMUNITY RELATIONS.

STRATEGY 3.2.1

Collaborate with other County agencies to address community needs.

DESCRIPTION

This strategy will evaluate relationships and enhance lines of communication between the police department and other county departments and agencies in order to provide a more comprehensive and effective approach to addressing community needs.

MEASURES OF SUCCESS

- Departmental training on the responsibilities and capabilities of other agencies.
- Regular/periodic community surveys conducted to evaluate/measure the department's success in working with our county partners to address community quality of life issues and crime concerns.
- "Customer service" follow-ups are performed on selected referrals that come from other agencies.

STRATEGY LEADER(S)

Captain Marc Yamada & Lt. Jonathan Heiderich

STRATEGY 3.2.2

Develop and enhance partnerships with businesses and nonprofits to address and support mutual community needs.

DESCRIPTION

This strategy will evaluate the various partnerships between the department and the community, and implement programs designed to improve police effectiveness and increase communication.

MEASURES OF SUCCESS

- Increased stakeholder input from the community about their views/opinions (procedural justice).
- Increased community satisfaction due to improved services.
- Greater community cooperation and more respect for and less fear of police (legitimacy).
- More efficient resolution to issues/concerns and more effective policing.

STRATEGY LEADER(S)

Captain Marc Yamada & Lt. Jonathan Heiderich

SUMMARY OF FY16-20 STRATEGIES

4.1 CREATE INCENTIVES FOR PROMOTIONS.

STRATEGY 4.1.1

Engage more eligible personnel in the promotional process.

DESCRIPTION

This strategy will evaluate the barriers for employees pursuing advancement in the department.

MEASURES OF SUCCESS

Increase the number of eligible employees participating in the promotional processes through development of employees' knowledge, skills, and abilities, resulting in more confidence and competence in the assessment and testing processes and more competitive employees overall.

STRATEGY LEADER(S)

Captain Dave Anderson

STRATEGY 4.1.2

Evaluate pay scales and incentives to ensure equity in the promotional process.

DESCRIPTION

Conduct an analysis of pay scales to determine if there are inequities between ranks that serve as a barrier to greater participation in the promotional process.

MEASURES OF SUCCESS

- More eligible employees participate in the promotional process.
- Increased levels of morale and work satisfaction.

STRATEGY LEADER(S)

Captain Dave Anderson

4.2 ENHANCE CAREER DEVELOPMENT.

STRATEGY 4.2.1

Establish a comprehensive career development program for all ranks.

DESCRIPTION

The MCPD continues to grow and the mission is evolving. All employees, supervisors, and managers must be continually developed to meet the ever changing demands of modern policing. This career development process should include identification and implementation of best practices and the goal of becoming a "learning organization".

MEASURES OF SUCCESS

Identification of career development opportunities through review of in-service and catalogue courses, resulting in more employees participating in the position vacancy and promotional processes.

STRATEGY LEADER(S)

Captain Mark Plazinski

STRATEGY 4.2.2

Establish an accessible career development unit or office with resources to support the career development of employees.

DESCRIPTION

A career development office would be able to develop and institute career development initiatives to help all employees achieve their full potential. This office could track participation in position vacancy announcements and promotional exams and identify reasons for non-participation.

MEASURES OF SUCCESS

Implementation of a career development unit or office.

STRATEGY LEADER(S)

Captain Mark Plazinski

SUMMARY OF FY16-20 STRATEGIES

STRATEGY 4.2.3

Implement a career track program.

DESCRIPTION

This strategy will research and evaluate the implementation of a career track program.

MEASURES OF SUCCESS

Develop a recommended “track” for employees to follow, so as to develop the knowledge, skills and abilities to be competitive in a position vacancy announcement or executive selection process.

STRATEGY LEADER(S)

Captain Mark Plazinski & Captain Dave Anderson

STRATEGY 4.2.5

Create opportunities for skill development through succession planning efforts.

DESCRIPTION

This strategy will ensure completion of the MCPD Succession Plan and identify skill development opportunities through succession planning.

MEASURES OF SUCCESS

- Identification of training needs that focus on leadership development to ensure that department staff possess the requisite knowledge to assume critical positions, if necessary.
- Provide a position-specific resource document to new position incumbents.

STRATEGY LEADER(S)

Captain Mark Plazinski & Captain Michael Wahl



STRATEGY 4.2.4

Create a formal mentoring program for all employees.

DESCRIPTION

This strategy is a concerted effort to foster, coach, and develop employees through training and education, with the goal of providing equal opportunities for those who seek future promotional or specialized positions.

MEASURES OF SUCCESS

Mentoring process that results in a more well-trained and developed workforce, measured by better performance in the promotional process and position vacancy announcement process.

STRATEGY LEADER(S)

Lt. Charles Carafano



SUMMARY OF FY16-20 STRATEGIES

5.1 CREATE A CULTURE OF ACCOUNTABILITY.

STRATEGY 5.1.1

Embrace the principles of project management to ensure successful completion of all activities.

DESCRIPTION

The department will adopt and implement project management methodology as a part of its business process in delivering projects and developing strategy that meets the mission and goals of the organization. Project management methodology offers the department a proven set of tools that includes metrics definition, process development and improvement, defining the output goals, resource management, risk management, stakeholder management, communications, project integration, strategic alignment, benefits realization tracking and reporting, managing resistance, change management, and career development (capability/skills development and certifications/qualifications/credentials).

MEASURES OF SUCCESS

- Improved stakeholder and customer satisfaction in project delivery and meeting mission objectives.
- Increased rate of customer/end-user adoption
- Improved quality of delivery as measured by thoroughness, meeting deadlines; meeting governance criteria.
- Increased realization of benefits as determined in the initial planning stages.

STRATEGY LEADER(S)

Captain Darren Francke



STRATEGY 5.1.2

Promote a philosophy of participative leadership. Utilize knowledge and experience of people at all levels.

DESCRIPTION

A successful organization needs all of its members to lead by contributing with competence in achieving the mission. Spectator status cannot be accepted at the executive/management level. The organization invests in extensive competency training for all executives. It must capitalize on that diverse pool of leaders by motivating and demanding engagement by them.

MEASURES OF SUCCESS

The same ten executives who are routinely called on to advance the organization's mission will be replaced by twenty-five executives willingly engaged in advancing a learning organization's mission.

STRATEGY LEADER(S)

Captain Darren Francke



SUMMARY OF FY16-20 STRATEGIES

5.2 INSTITUTE AN EQUITABLE PERFORMANCE EVALUATION SYSTEM.

STRATEGY 5.2.1

Redefine performance expectations.

DESCRIPTION

The purpose of this strategy is to improve performance expectations for sworn personnel, from a dreaded and devalued exercise to an ideal and fair performance measure that promotes an environment of success and not mediocrity. Performance expectations should be driven by the values and goals of the department and lead employees to meet their personal career goals while also accomplishing or exceeding the department's expectations. The goal will be to create a values based performance appraisal system that provides feedback to the employee in a meaningful and frequent manner.

MEASURES OF SUCCESS

Automating the evaluation process is measured by the actual implementation and then user feedback on usability. The success of the new evaluation format will be metric and anecdotally based:

- First, the evaluations will be completed in a timely manner, which they are not currently.
- Second, grievances will be reduced as the successful adoption will lead to frequent and honest feedback, and no surprises.
- Third, equity issues caused by the current evaluations will be resolved significantly. Supervisors interviewing PVA candidates should report a better product for evaluating a candidates potential.

STRATEGY LEADER(S)

Captain Dinesh Patil



SUMMARY OF FY16-20 STRATEGIES

5.3 IMPROVE LABOR & MANAGEMENT RELATIONS.

STRATEGY 5.3.1

Promote a balanced and effective labor management relationship.

DESCRIPTION

The current relationship between police management and the police union is tenuous, at best. This strategy seeks to strengthen communication and cooperation and seeks to improve the relationship between FOP Lodge 35 and Management through the use of John Kotter's Eight Steps for Leading Change.

MEASURES OF SUCCESS

Increased frequency and effectiveness of communication between members of management and the FOP to discuss and resolve issues of concern.

STRATEGY LEADER(S)

Lt. Ed Pallas



5.4 MITIGATE BUREAUCRACY.

STRATEGY 5.4.1

Adopt a more progressive internal budget process.

DESCRIPTION

Research the department's internal budget process, identify how it works, and suggest recommendations to enhance the process.

MEASURES OF SUCCESS

- Establish a mechanism for stakeholders to have input into the budget process.
- Develop and implement an internal budget process that represents the department's key organizational strategies and objectives and supports fiscally prudent budget requests.

STRATEGY LEADER(S)

Lt. Eric Stancliff

STRATEGY 5.4.2

Refine the department's internal procurement process.

DESCRIPTION

This strategy will assess and evaluate the functioning of the procurement process and offer recommendations to improve efficiency and effectiveness.

MEASURES OF SUCCESS

- Implementation of practical solutions that help users navigate the procurement process (i.e., Procurement Guide for Dummies).
- Positive feedback from those who use the procurement process (requestors, approvers, and management and budget).

STRATEGY LEADER(S)

Lt. Eric Stancliff

| FIVE YEAR STRATEGY IMPLEMENTATION CALENDAR | | | | | FY16 | FY17 | FY18 | FY19 | FY20 |
|---|--|--|--|--|-------------|-------------|-------------|-------------|-------------|
| STRATEGIC DIRECTION 1: PROVIDE HIGH QUALITY POLICE SERVICES TO REDUCE AND PREVENT CRIME AND CREATE SAFER COMMUNITIES | | | | | | | | | |
| 1.1 ENHANCE PATROL CAPABILITIES. | | | | | | | | | |
| 1.1.1 Continue and enhance efforts to reduce index crime. | | | | | | | | | ✓ |
| 1.1.2 Target efforts of known offenders and those with active warrants. | | | | | ✓ | | | | |
| 1.1.3 Improve the crime analysis program in support of patrol. | | | | | ✓ | | | | |
| 1.1.4 Expand the capacity to respond to and manage critical events. | | | | | ✓ | | | | |
| 1.2 ENHANCE INVESTIGATIVE CAPABILITIES. | | | | | | | | | |
| 1.2.1 Expand the capacity to close cases with technological enhancements. | | | | | | | | | ✓ |
| 1.3 ENHANCE TRAFFIC SAFETY. | | | | | | | | | |
| 1.3.1 Conduct a workforce analysis on decentralized vs. centralized traffic models. | | | | | | ✓ | | | |
| 1.3.2 Implement and enhance strategies for effective traffic safety enforcement. | | | | | | | | | ✓ |
| 1.4 IMPLEMENT OUTREACH AND PREVENTION PROGRAMS. | | | | | | | | | |
| 1.4.1 Enhance crime prevention efforts. | | | | | | | | | ✓ |
| 1.4.2 Develop outreach programs targeted towards vulnerable populations. | | | | | | | | | ✓ |
| STRATEGIC DIRECTION 2: MANAGING AND DEPLOYING PERSONNEL AND RESOURCES EFFECTIVELY. | | | | | | | | | |
| 2.1 ASSESS AND PRIORITIZE EFFECTIVE STAFFING. | | | | | | | | | |
| 2.1.1 Evaluate strategies for better deployment of resources. | | | | | | ✓ | | | |
| 2.2 BALANCE RESOURCES. | | | | | | | | | |
| 2.2.1 Allocate appropriate funding for equipment and facilities. | | | | | | ✓ | | | |
| 2.2.2 Identify and allocate mission-driven technological resources. | | | | | | | ✓ | | |
| 2.3 STAFF FOR THE FUTURE. | | | | | | | | | |
| 2.3.1 Strengthen hiring strategies to recruit and retain a diverse and talented workforce. | | | | | | ✓ | | | |
| STRATEGIC DIRECTION 3: STRENGTHENING INTERNAL AND EXTERNAL COMMUNICATIONS. | | | | | | | | | |
| 3.1 PROMOTE INTERNAL COMMUNICATIONS. | | | | | | | | | |
| 3.1.1 Increase and improve the effectiveness of communication between all bureaus. | | | | | | | | | ✓ |
| 3.1.2 Evaluate and refine the business processes for information collection, processing, and dissemination. | | | | | | | | | ✓ |
| 3.2 IMPROVE COMMUNITY RELATIONS. | | | | | | | | | |
| 3.2.1 Collaborate with other County agencies to address community needs. | | | | | | | ✓ | | |
| 3.2.2 Develop and enhance partnerships with businesses and nonprofits to address and support mutual community needs. | | | | | | | ✓ | | |
| STRATEGIC DIRECTION 4: DEVELOPING FUTURE LEADERS. | | | | | | | | | |
| 4.1 CREATE INCENTIVES FOR PROMOTIONS. | | | | | | | | | |
| 4.1.1 Engage more personnel in the promotional process. | | | | | | | ✓ | | |
| 4.2 ENHANCE CAREER DEVELOPMENT. | | | | | | | | | |
| 4.2.1 Establish a comprehensive career development program for all ranks. | | | | | | | | | ✓ |
| 4.2.2 Establish an accessible career development unit or office with resources. | | | | | | | | | ✓ |
| 4.2.3 Implement a career track program. | | | | | | | | | ✓ |
| 4.2.4 Create a formal mentoring program for all employees. | | | | | | ✓ | | | |
| 4.2.5 Create opportunities for skill development through succession planning efforts. | | | | | | ✓ | | | |
| STRATEGIC DIRECTION 5: CREATING A CULTURE OF EXCELLENCE. | | | | | | | | | |
| 5.1 CREATE A CULTURE OF ACCOUNTABILITY. | | | | | | | | | |
| 5.1.1 Embrace the principles of project management to ensure successful completion of all activities. | | | | | | | | | ✓ |
| 5.1.2 Promote philosophy of participative leadership. Utilize knowledge and experience of people at all levels. | | | | | | | | | ✓ |
| 5.2 INSTITUTE AN EQUITABLE PERFORMANCE EVALUATION SYSTEM. | | | | | | | | | |
| 5.2.1 Redefine performance expectations. | | | | | | | ✓ | | |
| 5.3 IMPROVE LABOR AND MANAGEMENT RELATIONS. | | | | | | | | | |
| 5.3.1 Promote a balanced and effective labor management relationship. | | | | | | | | | ✓ |
| 5.4 MITIGATE BUREAUCRACY. | | | | | | | | | |
| 5.4.1 Adopt a more progressive internal budget process. | | | | | | ✓ | | | |
| 5.4.2 Refine the internal procurement process. | | | | | | ✓ | | | |

ACKNOWLEDGMENTS



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Follow the [Montgomery County Police](#) online or through social media.

*Compiled and Managed by Dr. Melissa A. Schulze
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