



OFFICE OF THE COUNTY EXECUTIVE

Marc Elrich
County Executive

Richard S. Madaleno
Chief Administrative Officer

MEMORANDUM

March 16, 2026

TO: Chris Cihlar, Director
Office of Legislative Oversight

FROM: Richard S. Madaleno, Chief Administrative Officer *RSM*

SUBJECT: Draft OLO Report 2026-7: *Successful Strategies from Other Jurisdictions to Increase Police Recruitment*

Thank you for the opportunity to comment on the Office of Legislative Oversight's (OLO) Draft Report 2026-7: Successful Strategies from Other Jurisdictions to Increase Police Recruitment.

As clearly outlined in the report, for the past few years, law enforcement agencies across the U.S. have been facing significant recruitment challenges, particularly sworn officers. Barriers to recruiting include financial constraints for potential applicants, shifting job expectations among younger generations, negative perception of policing, and rigorous qualifications and selection processes. District/Maryland/Virginia area agencies, including the Montgomery County Department of Police (MCPD), have faced the same nationwide hiring and staffing challenges for the past several years, with strong competition from regional and federal agencies. As the report notes, MCPD has implemented numerous recruitment strategies from start to finish, and we look forward to implementing the OLO's proposed recommendation regarding a formal survey of incoming officers.

The draft report includes one main recommendation.

Recommendation #1: MCPD should consider implementing a formal survey for new officers to identify factors influencing their decision to join the department, including the effect of hiring bonuses. The survey could also be expanded to cadets to better understand what support or resources might encourage them to pursue a career with MCPD.

CAO Response: We agree with this recommendation. Building on this recommendation, MCPD is evaluating options, including our existing application platform, NeoGov, to develop a formal

survey for new officers to identify factors influencing their decision to join the department, including the effect of hiring bonuses. Similarly, a survey will also be provided to Police Cadets to better understand what support or resources might encourage them to pursue a career with MCPD.

This report offers a useful examination of recruitment practices in other jurisdictions and provides a foundation for continued discussion. The department will continue refining its approaches using both internal data and external best practices, while building on the proactive initiatives already underway. We appreciate OLO's work on this report and look forward to continued collaboration and a productive discussion during the upcoming Council work session.

RM/mp

cc: Fariba Kassiri, Deputy Chief Administrative Officer, Office of the County Executive
Earl Stoddard, Assistant Chief Administrative Officer, Office of the County Executive
Tricia Swanson, Director of Strategic Partnerships, Office of the County Executive
Marc Yamada, Police Chief, Montgomery County Police Department
Nicholas Augustine, Assistant Chief of Police, Montgomery County Police Department
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