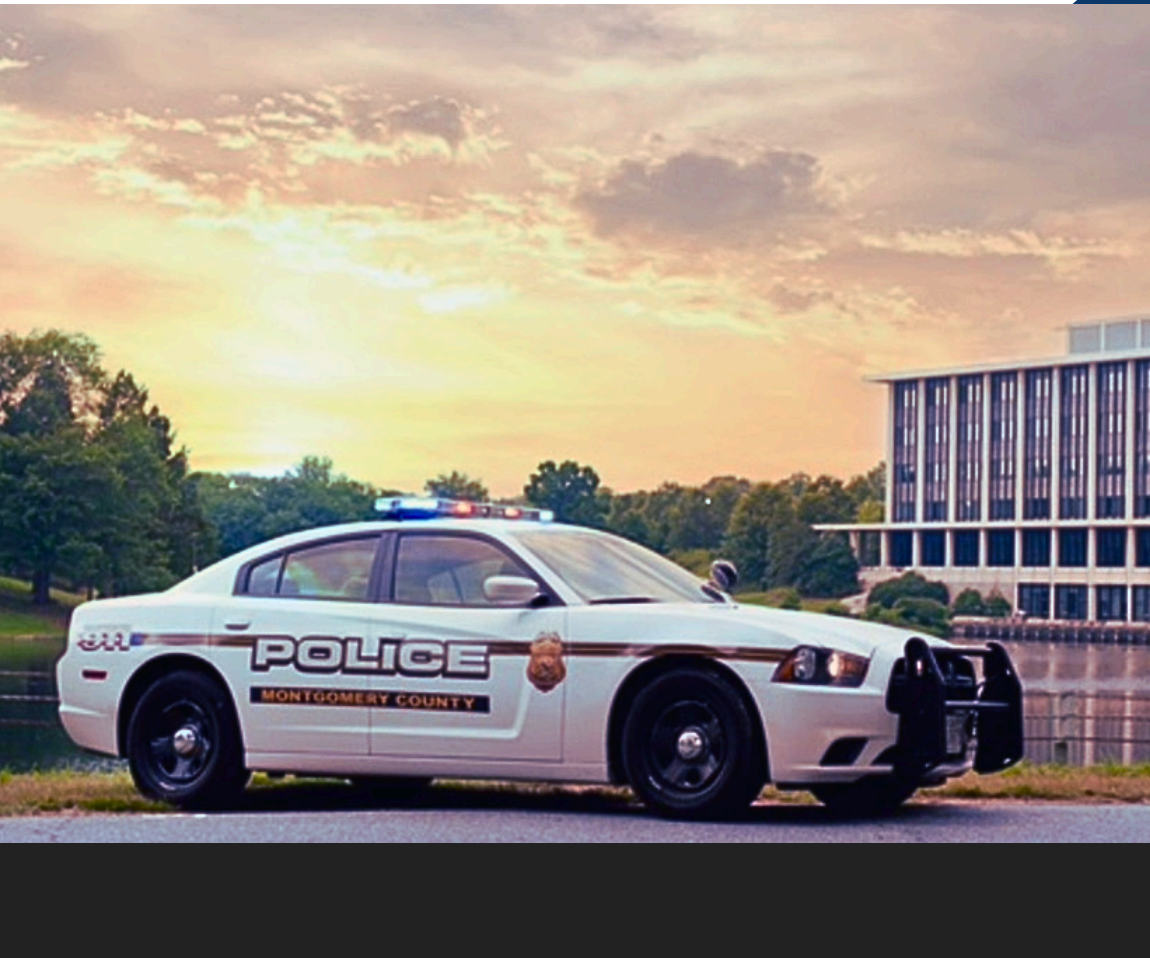


# Montgomery County Department of Police



# 2026-2030 STRATEGIC PLAN



Marc R. Yamada, Chief of Police

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# MESSAGE FROM



# THE CHIEF

With a deep sense of responsibility and dedication, I present the Montgomery County Department of Police Strategic Plan for 2026–2030. This plan charts our course for the future, offering goals that are broad in vision yet detailed in purpose, guiding us toward a safer, more connected future. It reflects not only where we are going but also who we aspire to be as a department and as partners to every resident of Montgomery County.

As our county grows, our challenges evolve, and expectations for modern policing continue to rise. This strategic plan affirms our commitment to meeting those expectations through innovation, compassion, accountability, and collaboration. It emphasizes that public safety extends beyond reducing crime; it is rooted in building trust through transparency, consistency, and meaningful engagement with every community we serve.

Within these pages, you will find a bold blueprint for the future that advances technology to strengthen our readiness, supports our officers' health and well-being, renews investments in youth engagement, and reaffirms our steadfast commitment to racial equity, fairness, and justice. This plan is designed to guide, challenge, and inspire us. It is not static, but a living framework that keeps us grounded in our mission, guided by our vision, and aligned with our values. We will revisit it regularly, learning from our experience, listening to our community, and adjusting as needed to remain effective and accountable.

What remains constant is our commitment to excellence. With every call answered, partnership built, and program launched, we move closer to the future Montgomery County deserves, where safety is shared, trust is earned, and every resident feels seen, heard, and valued.

Thank you for your interest, your partnership, and your trust as we move forward together.

Marc R. Yamada  
Chief of Police



A handwritten signature in black ink, which appears to read "Marc R. Yamada".

We begin with Pride and end with Excellence



## Mission

The mission of the Montgomery County Department of Police (MCPD) 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.



## Vision

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



## Values

### **Pride**

We are committed to conducting ourselves in a manner that brings honor to ourselves, the department, and the county.

### **Respect**

We are committed to respecting individual rights, human dignity, and the value of all community members and the department.

### **Integrity**

We are committed to nurturing the public trust by holding ourselves accountable to the highest professional conduct and ethics standards.

### **Dedication**

We are committed to providing the highest quality law enforcement service to the community, enhancing the quality of life within Montgomery County.

### **Excellence**

We are committed to achieving a level of performance that exceeds all expectations.

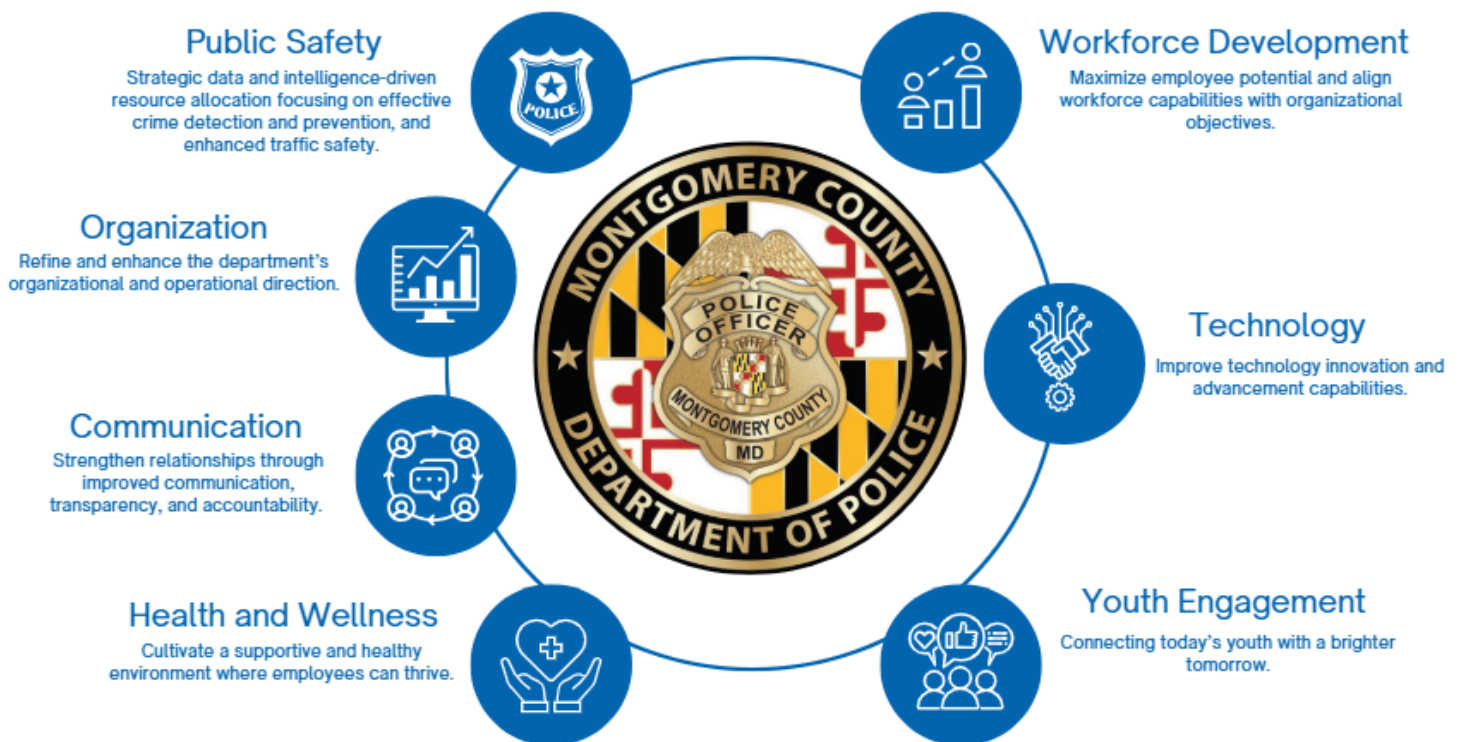


## Commitment

The Montgomery County Department of Police strives to foster trust and unity by embedding affirmative strategies that promote equal opportunity, respect, and empathy throughout its governance and operations, ensuring that all communities experience justice and equality under the law.

We begin with Pride and end with Excellence

## STRATEGIC PRIORITIES



The Montgomery County Department of Police Strategic Plan will guide policy, budget, and operational decisions over the next five years. The plan was developed through a combination of internal and external feedback and aims to usher in a new era with a balanced approach that combines accountability and compassion, thereby enhancing the community's sense of safety and well-being. The Strategic Plan aligns with and builds upon the department's mission, vision, and values.

The Strategic Plan is a flexible, 'living document' that is regularly reviewed and updated to adapt to changing internal and external conditions.

The Strategic Plan is comprised of seven strategic priorities, each with its own corresponding objectives. The following pages outline these objectives, provide actionable items, indicate whether they are short-, medium-, or long-term goals, and identify the organizational component responsible for managing their progress.

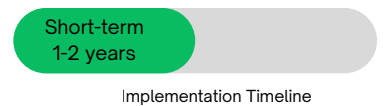
# Strategic Priority 1: Public Safety

Strategic data and intelligence-driven resource allocation focusing on effective crime detection and prevention, and enhanced traffic safety.

**Strategic Objective 1:** Connecting a culture of proactive policing and lawful, constitutional decision-making in crime detection, prevention, and education to enhance the effectiveness of patrol and investigative efforts.

## Crime Detection, Prevention, and Education

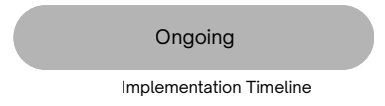
1.1 The MCPD strives to utilize available technology to support a data-driven approach, improving response times and providing real-time data and intelligence to enhance decision-making and strategic deployment. The department's Real-Time Information Center (RTIC), Drone as First Responder (DFR) program, and Fusus by Axon technology enhance response times and situational awareness by providing real-time information and visual access to occurring events. The department intends to increase its deployment of drones to support officers in responsive policing, prevent crime, and serve as an alternative response method for non-emergency situations.



Managed by:  
Operational Intelligence Division

## Proactive Policing and Community Engagement

1.2 The MCPD will continue to build trust and legitimacy through procedural justice and adherence to the pillars of the 21st Century Policing model. This model aims to modernize policing by fostering trust, improving officer wellness, and strengthening community relations. It also promotes effective crime reduction through enhanced training, technology, policies, and community engagement, shifting from a reactive policing approach to a more collaborative one.



Managed by:  
Patrol Services Bureau

1.3 Over the next five years, the MCPD will focus on developing its workforce to restore staffing levels to full authorized strength, providing officers with the time and resources needed to fully dedicate themselves to crime prevention and reduction, and strengthening relationships with the communities they serve.



Managed by:  
Patrol Services Bureau

# Strategic Priority 1: Public Safety

Strategic data and intelligence-driven resource allocation focusing on effective crime detection and prevention, and enhanced traffic safety.

**Strategic Objective 2:** Employing systems and strategies to protect those on or about our roadways to reduce collisions, injuries, and fatalities through automated enforcement technology and data-driven risk assessment and countermeasures.

## Traffic Safety

2.1 The department will continue to support Montgomery County’s Vision Zero initiative, a multi-department effort to eliminate serious injury and fatal collisions on roadways by 2030. Ongoing enforcement includes expanding automated speed, red-light, and school bus cameras, as well as introducing the Speed on Green camera system, which monitors drivers’ speeds to ensure they stay at or below the speed limit when the light is green. Automated enforcement techniques supplement, but do not replace, conventional law enforcement efforts. Officers will maintain a high focus on proactive measures to enhance road safety.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Traffic Operations Division

## Data-Driven Risk Assessment and Countermeasures

2.2 The department will continue to utilize combined data resources from the county and state, including collision data, infrastructure information, and traffic statistics, to identify high-collision risk areas and potential countermeasures. This data will support efforts to research the effectiveness of various behavior-modification methods and inform the development of strategies to reduce traffic violations and collisions.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Traffic Operations Division



# Strategic Priority 1: Public Safety

Strategic data and intelligence-driven resource allocation focusing on effective crime detection and prevention, and enhanced traffic safety.

## Strategic Objective 3: Strengthen multi-agency partnerships and collaboration to deliver superior scenario-based training and use the Incident Command System (ICS) to enable more effective responses to critical events.

### Rescue Task Force

3.1 The MCPD will expand and improve joint training with the Montgomery County Fire and Rescue Service (MCFRS) to deliver a coordinated response to critical life safety events. This training will help both agencies develop protocols for working together, combining law enforcement and medical care to save lives.

Medium-term  
3-4 years

Implementation Schedule

Managed by:  
Emergency Services Division

### SWAT Training

3.2 The MCPD will continue to expand advanced tactical training developed by Subject Matter Experts (SMEs), providing officers with quick, supervisor-led drop-in sessions to support ongoing skill enhancement. The training has received positive feedback from officers not only for enhancing skills but also for providing officers with the opportunity to attend training during their shifts, which increased variety and motivation throughout the workday.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Special Operations Bureau

### Crisis Management

3.3 The MCPD will continue to enhance and expand crisis management units and training, including the Peer Support Team, the Threat Assessment and Behavioral Solutions Unit (TABSU), Crisis Response Team (CRT), Managed Search Operations Team (MSOT), and the Autism Intellectual Development Disabilities Unit (AIDDU), to provide risk assessment, mitigation, and a safe response to situations involving mental health, substance abuse, and intellectual disabilities.

Medium-term  
3-4 years

Implementation Schedule

Managed by:  
Emergency Services Division  
Criminal Investigations Division  
Crisis Response and School  
Resources Division

### Canine (K9) Operations

3.4 The MCPD will enhance and expand the Canine (K9) Unit to maintain a full complement of canines and handlers to support mission-critical and public safety operations.

Medium-term  
3-4 years

Implementation Schedule

Managed by:  
Emergency Services Division

# Strategic Priority 1: Public Safety

Strategic data and intelligence-driven resource allocation focusing on effective crime detection and prevention, and enhanced traffic safety.

**Strategic Objective 4:** Improve alternative reporting and response methods for non-critical calls for service through call diversion techniques.

4.1 The MCPD intends to explore options for implementing an online reporting system and artificial intelligence (AI) solutions to offer alternatives for calls for service that do not require an immediate officer presence. Online intuitive services will enable callers to access non-emergency services remotely, allowing officers to focus on responding to urgent matters. AI technology can also reduce the number of non-emergency calls handled by police dispatchers, thereby lowering the overall response times for 911 calls. These potential solutions will enhance the call diversion capabilities of existing programs, including the Telephone Reporting Unit (TRU), Automated Traffic Enforcement Section (ATES), and Crisis Response Teams.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Management Services Bureau  
Patrol Services Bureau  
Special Operations Bureau



# Strategic Priority 1: Public Safety

Strategic data and intelligence-driven resource allocation focusing on effective crime detection and prevention, and enhanced traffic safety.

**Strategic Objective 5: Utilize civilian-based response teams to enhance officer safety and responsiveness, providing a service-oriented, non-enforcement option that improves perceptions of fairness, accessibility, and procedural justice.**

5.1 The MCPD plans to enhance and expand the Mobile Crisis Outreach Team (MCOT) to support officer safety during behavioral health crisis situations. Studies indicate that having a uniformed police officer present may heighten fear or anxiety among individuals in crises, which could lead to self-harm or harm to others. Well-trained professional teams can help de-escalate incidents, thereby protecting both the officers and individuals involved.

5.2 The MCPD will create a civilian responder team to respond to low-risk, non-criminal calls for service, enabling patrol officers to focus on high-priority calls and proactive policing.

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Crisis Response and School  
Resources Division

Medium-term  
3-4 Years

Implementation Schedule

Managed by:  
Crisis Response and School  
Resources Division



# Strategic Priority 1: Public Safety

Strategic data and intelligence-driven resource allocation focusing on effective crime detection and prevention, and enhanced traffic safety.

**Strategic Objective 6:** Expand, enhance, and refine Liaison Groups, including African American, Latino, Asian American Pacific Islander, LGBTQ, and racial equity and social justice groups, to better connect with marginalized populations through non-departmental contacts.

6.1 The MCPD is committed to maintaining positive and productive community relationships to promote equity and equality for all individuals throughout the county. The department strives to enhance relationships by refining group application and attendance procedures, while also increasing diversity among members to better reflect different generations and cultures. This strategy aims to improve the group's overall effectiveness and communication.

Ongoing

Implementation Schedule

Managed by:  
Crisis Response and School  
Resources Division

# Strategic Priority 2: Organization

Refine and enhance the department's organizational and operational direction.

**Strategic Objective 7:** Set clear standards, expectations, goals, and priorities for the department and each bureau, while ensuring accountability and the effective flow of information.

## Organizational Effectiveness

7.1 The MCPD has initiated an organizational restructuring plan to improve process efficiency, enhance communication, and streamline information flow, redefining its internal culture to elevate its reputation as a leading law enforcement agency. As part of this plan, a fifth bureau will be added under the supervision of a civilian Assistant Chief.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Office of the Chief

7.2 To maintain continual progress, the MCPD will develop an evaluation plan and conduct bi-annual assessments of the Strategic Plan and implement adjustments and refinements as needed.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Policy and Planning Division

7.3 The MCPD will also seek the employment or assistance of a County Attorney specifically dedicated to the Policy and Planning Division to facilitate more efficient and rapid policy development and revision.

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Office of the Chief

## Workload Assessments

7.4 The MCPD will review the findings of the Investigative Services Bureau (ISB) Workload Study, conducted by an independent contractor. When appropriate and feasible, the department will apply these recommendations to maximize workload allocation.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Investigative Services Bureau

7.5 The MCPD will also develop plans to conduct internal workload evaluations for each bureau, aiming to boost organizational efficiency and support workforce growth.

Medium-term  
3-4 years

Implementation Schedule

Managed by:  
Policy and Planning Division

# Strategic Priority 2: Organization

Refine and enhance the department's organizational and operational direction.

**Strategic Objective 8:** Assess resource allocation to adapt to the county's growing population, enhance community engagement, and allocate officers more effectively to better serve communities.

## Facilities, Equipment, and Operations

8.1 Using a data-driven technology platform, the MCPD will redesign patrol district boundaries and evaluate workload distributions across the county to accommodate population growth and shifting service demands.

8.2 The MCPD will seek options to rebuild or co-locate a new 4<sup>th</sup> District police facility. The current station is the oldest in the county and is obsolete, with numerous infrastructural issues that impede its functionality, safety, and public image.

8.3 The MCPD will develop plans to utilize the shared space in the White Flint substation. Operations at this facility will be implemented based on expected workforce growth and operational needs to best support the surrounding communities.

8.4 The MCPD will work with the county Department of General Services (DGS) to determine the appropriate scope of presence of the MCPD within the Olney substation.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Policy and Planning Division  
Patrol Services Bureau

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Budget and Capital Management  
Division  
Patrol Services Bureau

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Patrol Services Bureau

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Budget and Capital Management  
Division  
Patrol Services Bureau

# Strategic Priority 2: Organization

Refine and enhance the department's organizational and operational direction.

**Strategic Objective 8:** Assess resource allocation to adapt to the county's growing population, enhance community engagement, and allocate officers more effectively to better serve communities.

## Facilities, Equipment, and Operations

8.5 The MCPD will explore options for a new or co-located space to house the Alternate Emergency Communications Center (AECC). The AECC serves as a backup facility to maintain 911, dispatch, and public safety operations in the event of a power loss or other disruptions, ensuring continuity of operations and protecting critical data and information systems. The current facility does not meet the necessary specifications to operate efficiently.

Long-term  
4-5 years  
Implementation Schedule

Managed by:  
Budget and Capital Management  
Division  
Emergency Communications Division

8.6 The MCPD will continue to collaborate with the Office of Emergency Management and Homeland Security (OEMHS) and MCFRS to form a joint operations center, which will be housed in the Public Safety Headquarters building. This central command center will move DFR, RTIC, the Automated License Plate Reader (ALPR) program, and the administration of the Fusus software to facilitate the sharing of real-time information for situational awareness and strategic analysis. To maintain operations, the department plans to utilize space in another police facility while the command center is under construction.

Medium-term  
3-4 years  
Implementation Schedule

Managed by:  
Operational Intelligence Division

8.7 To support the County Executive's initiative to deploy an electric police vehicle fleet, the MCPD will seek county assistance in upgrading the infrastructure to accommodate electric vehicles. This would include installing rapid chargers at designated locations throughout the county for exclusive public safety use.

Long-term  
4-5 years  
Implementation Schedule

Managed by:  
Fleet Management

8.8 The MCPD will work with DGS to design and upgrade facilities for emergency vehicle drivers' training and weapons firing range to enhance safety and efficiency.

Long-term  
4-5 years  
Implementation Schedule

Managed by:  
Training and Education Division

# Strategic Priority 2: Organization

Refine and enhance the department's organizational and operational direction.

**Strategic Objective 8:** Assess resource allocation to adapt to the county's growing population, enhance community engagement, and allocate officers more effectively to better serve communities.

## Facilities, Equipment, and Operations

8.9 The MCPD will utilize data-driven internal assessments to restructure specialized units and teams, exploring options for civilian positions that do not require a sworn officer.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Patrol Services Bureau  
Personnel Division

8.10 The MCPD will reevaluate community engagement resources to expand and enhance teams dedicated to connecting with the public and supporting engagement opportunities and events.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Crisis Response and School  
Resources Division

8.11 The MCPD will complete the consolidation of the Emergency Communications Center (ECC) by replacing FRS personnel with police civilian staff, who will assume primary responsibility for fire dispatch operations. The FRS personnel will be redeployed to the field, except for a few who will remain as Liaisons.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Emergency Communications Division

8.12 The MCPD will equip and train all officers with modern firearms featuring advanced sighting technology to improve accuracy and mitigate risk. This initiative prioritizes community safety and aligns with national best practices for law enforcement readiness.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Training and Education Division  
Patrol Services Bureau

# Strategic Priority 3: Communication

Strengthen relationships through improved communication, transparency, and accountability.

**Strategic Objective 9:** Enhance internal and external communication to ensure unified messaging that provides clarity, understanding, and transparency.

9.1 The MCPD aims to enhance media relations technology, civilian staffing, and training to drive brand awareness, visibility, and growth; boost credibility and trust; align messaging with target audiences; and skillfully manage crisis communication.

9.2 The Chief of Police, along with department representatives, will continue to publish public information videos, such as the Guard Well series, as well as identify additional methods to enhance communication and engagement with staff members and the community.

9.3 The Chief of Police and bureau chiefs will continue managerial “check-ins” with county officials and include departmental SMEs to maintain productive relationships and ensure alignment of priorities.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Media and Public Information Office  
Personnel Division

Ongoing

Implementation Schedule

Managed by:  
Office of the Chief

Ongoing

Implementation Schedule

Managed by:  
Office of the Chief

# Strategic Priority 3: Communication

Strengthen relationships through improved communication, transparency, and accountability.

**Strategic Objective 10:** Streamline internal information channels and tools (i.e., dashboards) to ensure department-wide access to statistical data, real-time intelligence, and strategic implementations.

10.1 The MCPD will continue to provide CrimeStat meetings to generate dialogue and deployment strategies based on data-driven crime statistics. A new format, including a real-time data dashboard, will make data accessible to all staff.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Operational Intelligence Division

10.2 The MCPD Patrol Roll Call briefings will be restructured to better define supervisor roles and responsibilities, and facilitate enhanced communication.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Patrol Services Bureau

10.3 The MCPD will co-locate DFR, RTIC, ALPR, and the administration of the Fusus software to facilitate a centralized sharing of real-time information for situational awareness and strategic analysis. Future plans include merging this command center with the joint operations center.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Operational Intelligence Division



# Strategic Priority 3: Communication

Strengthen relationships through improved communication, transparency, and accountability.

**Strategic Objective 11:** Continue to promote a bias-free culture in Montgomery County through internal training and comprehensive police report tracking.

11.1 MCPD will ensure compliance with annual training mandates—including the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards, Maryland Police and Correctional Training Commissions (MPCTC) in-service requirements, and Montgomery County Bill 17-21 community-informed policing requirements—and will evaluate and implement evidence-based education and training to promote constitutional, guardian-focused policing and build community trust.

11.2 The MCPD will continue to closely track and report hate-bias events while maintaining a close relationship with Montgomery County Public Schools to ensure that all reported events, both in the community and in schools, are handled swiftly and compassionately.

Ongoing

Implementation Schedule

Managed by:  
Training and Education Division

Ongoing

Implementation Schedule

Managed by:  
Crisis Response and School  
Resources Division

# Strategic Priority 4: Health and Wellness

Cultivate a supportive and healthy environment where employees can thrive.

**Strategic Objective 12:** Create a robust health and wellness program facilitating development in mental, physical, and financial well-being.

12.1 The MCPD will establish a strong Employee Intervention System that offers a non-disciplinary program, providing support, guidance, and resources to help employees improve and succeed, while maintaining a safe and productive work environment.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Personnel Division

12.2 The MCPD will explore using Destination Zero resources to develop a comprehensive employee safety and wellness program. Destination Zero, an initiative of the National Law Enforcement Officers Memorial Fund, is a platform that offers all U.S. law enforcement agencies the ability to research effective and promising officer safety and wellness programs and identify the necessary resources to launch their own risk management initiatives.

Medium-term  
3-4 years

Implementation Schedule

Managed by:  
Personnel Division

12.3 The MCPD will support collaboration between the Personnel Health and Wellness Unit and the Joint Health and Safety Committee (JHSC) to meet and develop actionable items to inform and motivate department staff to use available health and wellness resources and to seek additional resources when necessary.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Personnel Division  
Labor Relations Section

# Strategic Priority 4: Health and Wellness

Cultivate a supportive and healthy environment where employees can thrive.

**Strategic Objective 13:** Explore options to elevate mental health resources and support for job-specific trauma.

13.1 Exposure to traumatic events, such as responding to homicide scenes, child abuse investigations, and other critical incidents can negatively affect mental health. The MCPD will consider options, such as partnering with local animal therapy groups, to provide access to therapy dogs for comfort and support following traumatic events.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Training and Education Division

13.2 The MCPD will continue to promote existing mental health and stress management resources available through the Personnel Health and Wellness Unit, Montgomery County Occupational Medical Services, and the Live Well program.

Ongoing

Implementation Schedule

Managed by:  
Training and Education Division  
Personnel Division

13.3 The MCPD will continue to work with the JHSC and the Personnel Health and Wellness Unit to improve the Public Safety Training Academy (PSTA) wellness room and offer additional classes on health and nutrition.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Public Safety Training Academy  
Personnel Division  
Labor Relations Section

# Strategic Priority 4: Health and Wellness

Cultivate a supportive and healthy environment where employees can thrive.

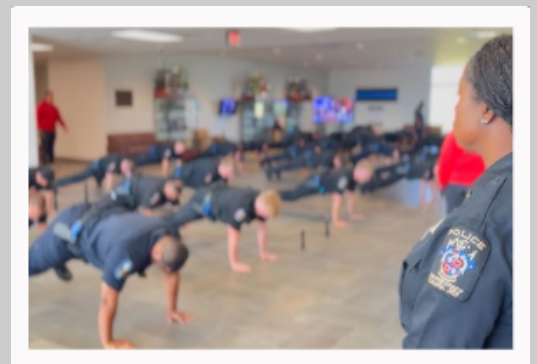
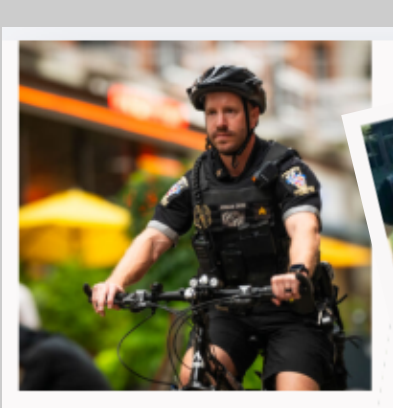
**Strategic Objective 14:** Continue to embed health and wellbeing into the department's values and daily practices, promoting a supportive and safe environment.

14.1 The MCPD leaders will continue to promote awareness of mental, physical, cultural, and financial health within the department. This is a shared responsibility, with employees encouraged to take steps to access the resources available to them.

Ongoing

Implementation Schedule

Managed by:  
Personnel Division



# Strategic Priority 4: Health and Wellness

Cultivate a supportive and healthy environment where employees can thrive.

**Strategic Objective 15:** Continue to address morale and cultural wellness by ensuring employees feel appreciated, respected, heard, and involved in solution development.

15.1 The MCPD will focus on improving two-way communication and promoting cultural wellness to ensure employees feel valued, heard, and empowered. Engaged and involved employees are more productive and motivated to contribute to organizational success, ultimately leading to improved community interactions.

Ongoing

Implementation Schedule

Managed by:  
Office of The Chief

# Strategic Priority 5: Workforce Development

Maximize employee potential and align workforce capabilities with organizational objectives.

**Strategic Objective 16:** Maintain a strong focus on identifying and onboarding top-quality candidates to reinforce MCPD’s reputation as a premier law enforcement agency.

16.1 The MCPD will utilize sworn and professional staff to recruit, train, and mentor new team members. The idea that “your employees are your best recruiters” helps save time and money by having current employees refer people they believe will have the skills and professional standards to succeed.

Ongoing

Implementation Schedule

Managed by:  
Personnel Division

16.2 The MCPD will explore innovative and creative ways to elevate recruitment efforts and support the continued retention of existing staff by incorporating research, innovative marketing strategies, establishing best practices, and streamlining the hiring and onboarding process.

Ongoing

Implementation Schedule

Managed by:  
Personnel Division



# Strategic Priority 5: Workforce Development

Maximize employee potential and align workforce capabilities with organizational objectives.

**Strategic Objective 17:** Create a program that leverages the MCPD’s highly educated workforce and incorporates training and mentoring opportunities, union collaboration, and succession planning to increase leadership readiness, resilience, and retention.

17.1 The department will implement resource planning tools to support succession planning and knowledge transfer, enhancing career development and longevity.

Medium-term  
3-4 years  
Implementation Schedule

Managed by:  
Personnel Division  
Policy and Planning Division

17.2 The MCPD will invest resources in creating a structured mentorship program to develop future leaders and offer opportunities for career advancement and growth.

Long-term  
4-5 years  
Implementation Schedule

Managed by:  
Personnel Division

17.3 The MCPD will leverage SMEs, the Training Development Committee, and other committees to design and implement quality training initiatives and utilize project management to ensure effectiveness and alignment with goals.

Medium-term  
3-4 years  
Implementation Schedule

Managed by:  
Training and Education Division

17.4 The MCPD will explore options for supplementing the current workforce by re-hiring retired personnel in professional staff roles, allowing officers to dedicate more time to duties that can only be performed by sworn personnel.

Long-term  
4-5 years  
Implementation Schedule

Managed by:  
Personnel Division

17.5 The MCPD will continue to engage with post-secondary institutions to explore opportunities for all team members—both sworn and professional staff—to receive credit for prior learning. Additionally, MCPD will assess options such as obtaining learning evaluations of its programs through organizations like the American Council on Education (ACE) to further validate and enhance the recognition of MCPD training.

Long-term  
4-5 years  
Implementation Schedule

Managed by:  
Training and Education Division

# Strategic Priority 5: Workforce Development

Maximize employee potential and align workforce capabilities with organizational objectives.

**Strategic Objective 18:** Implement standardized, fair, and equitable systems to evaluate employee performance, exchange feedback, and provide equitable opportunities for career advancement.

18.1 The MCPD will improve organizational effectiveness by reevaluating internal processes, including restricted duty, overtime policies, the promotional process (including ICS), and retirement procedures.

Short-term  
1-2 years

Implementation Schedule

Managed by:  
Personnel Division

18.2 The MCPD will continue to explore applying military service credit toward retirement and increasing the Discontinued Retirement Service Program (DRSP) to five years through collective bargaining agreements.

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Personnel Division

18.3 The MCPD will consider reclassifying professional staff positions as appropriate to ensure equitable and commensurate compensation.

Ongoing

Implementation Schedule

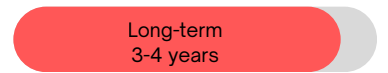
Managed by:  
Personnel Division

# Strategic Priority 6: Technology

Improve technology innovation and advancement capabilities.

**Strategic Objective 19:** Create opportunities to procure and utilize emerging technology to improve efficiency and departmental performance.

19.1 The MCPD will explore various applications of Artificial Intelligence (AI) for task and workflow automation to increase personnel efficiency.



Implementation Schedule

Managed by:  
Management Services Bureau  
Information Management and  
Technology Division

19.2 The MCPD will continue to enhance Emergency Communications technology, such as Live 911, to improve police deployment and response time to emergency events.



Implementation Schedule

Managed by:  
Operational Intelligence Division

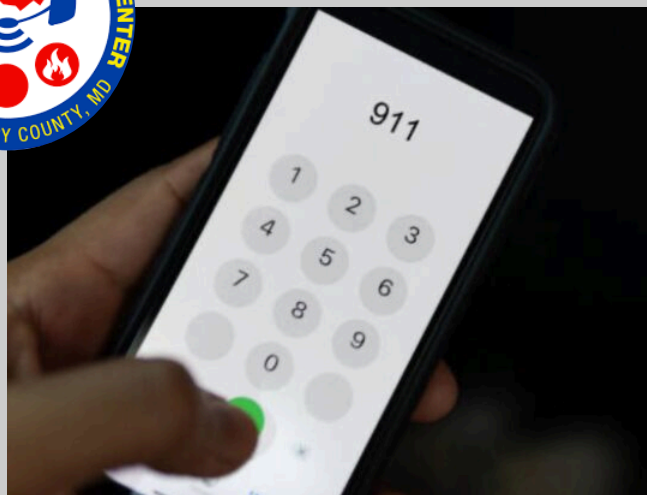


Image source: [Montgomery Community Media](#)

# Strategic Priority 6: Technology

Improve technology innovation and advancement capabilities.

**Strategic Objective 20:** Enhance functionality, efficiency, and accountability through advanced information management systems, such as records management, case management, personnel management, and project management systems.

20.1 The MCPD will continue to work towards a paperless operation through eliminating all paper forms and digitizing existing paper documents to improve task and workflow efficiency.

Ongoing

Implementation Schedule

Managed by:  
Information Management and  
Technology Division

# Strategic Priority 6: Technology

Improve technology innovation and advancement capabilities.

**Strategic Objective 21:** Improve department capabilities for data-driven performance and decision-making to enhance recruitment, training, resource allocation, and strategic initiatives.

21.1 The MCPD will utilize tools to support the transfer and preservation of institutional knowledge through succession planning.

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Policy and Planning Division

21.2 The MCPD will continue to create data dashboards for internal and external data analysis and visualization.

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Information Management and  
Technology Division

21.3 The MCPD will utilize project management tools and training to enable clear project timelines, responsibilities, and accountability.

Long-term  
4-5 years

Implementation Schedule

Managed by:  
Management Services Bureau

# Strategic Priority 7: Youth Engagement

Connecting today's youth with a brighter tomorrow.

**Strategic Objective 22: Continue to promote and expand youth programs and develop data-driven evaluation plans to assess their impact on community and youth engagement, recruitment, and retention.**

22.1 The MCPD will continue to enhance and expand the Police Explorer and Cadet programs.

Ongoing

Implementation Schedule

Managed by:  
Training and Education Division

22.2 The MCPD will explore reestablishing the Police Athletic League (PAL) or equivalent program to engage youth through sports and physical activity.

Medium-term  
3-4 years

Implementation Schedule

Managed by:  
Crisis Response and School  
Resources Division

22.3 The MCPD will continue its partnership with Montgomery County Public Schools (MCPS) to offer programs such as Youth on the Rise Summer Camp, Girls Are Leaders (GAL), Grow Lead Succeed, Summer RISE (Reimagining an Innovative Student Experience), and Law Enforcement and Leadership, which give youth opportunities to build leadership, decision-making, and career-building skills.

Ongoing

Implementation Schedule

Managed by:  
Crisis Response and School  
Resources Division

22.4 The MCPD will expand and enhance the Community Engagement Officer (CEO) program and work to increase its presence in middle schools. Middle school students are at a particularly impressionable age and can be susceptible to peer pressure or other influences. CEO engagement and support can help students stay on a positive path.

Medium-term  
3-4 years

Implementation Schedule

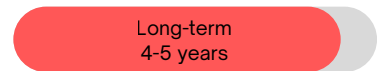
Managed by:  
Crisis Response and School  
Resources Division

# Strategic Priority 7: Youth Engagement

Connecting today's youth with a brighter tomorrow.

**Strategic Objective 23:** Explore options for partnerships with allied agencies to launch a support and resource center for youth and their families.

23.1 The MCPD will explore options for collaborating with Identity Youth to create a coordinated site that enhances the safety of youth, families, and the community through early intervention, assessment, and better access to necessary resources. Identity provides services and programs to help young people and their families develop the social-emotional, educational, workforce, and life skills they need to succeed.



Implementation Schedule

Managed by:  
Management Services Bureau

## Plan Evaluation

The MCPD acknowledges that the strategic plan is a living document that requires regular review. Just as there is no one-size-fits-all approach to creating a strategic plan, there is also no standard method for evaluating the finished plan. The strategic planning process requires constant iteration and evolution, with strategy evaluation playing a pivotal role in shaping strategy formulation. Best practices suggest a strategic plan should be evaluated at least twice a year, which the MCPD will follow.

A good strategy should never truly 'end'. Instead, it should evolve into something more ambitious and sophisticated as goals are achieved. Therefore, it is essential to recognize that, based on insights and learnings from the strategy evaluation, the department will refine its strategic plan, making necessary tweaks and adjustments as needed.

The MCPD is committed to transparency and engagement, gathering feedback to ensure that the department's strategic goals align with the needs and expectations of the community.

# Appendix A

## Acknowledgements

Strategic planning is fundamentally a team effort because it relies on the collective insights, expertise, and perspectives of both internal and external stakeholders. This collaboration helps identify potential challenges and opportunities from different viewpoints, leading to more comprehensive and resilient plans.

The Montgomery County Department of Police would like to thank all of the executives who participated in the planning workshop and bureau discussions, the officers and professional staff who completed online surveys, and the countless community members who shared their opinions and concerns through online surveys, policy feedback, and direct email. This valuable feedback helps the department grow, innovate, and improve, paving the way for future success. Every idea, comment, and piece of advice shared reflects the dedication and passion of Montgomery County residents.

## Public Input

One essential aspect of developing a strategic plan is gathering input from both internal and external stakeholders. Internally, input was collected at three levels. An anonymous online survey was distributed to all MCPD staff, resulting in 503 responses from 364 sworn and 139 professional staff members. Executive leaders participated in a workshop that examined the department's strengths, weaknesses, opportunities, and threats, and developed strategies and goals based on these insights. Additionally, divisional leaders from each bureau took part in feedback sessions to share the needs and goals of their respective bureaus.

External feedback was gathered through an anonymous online survey, available to all county residents on the department's social media sites, which received 384 responses. Based on both internal and external feedback, the department should prioritize staffing and retention, leadership development, new technology, and effective communication over the next five years.

Ongoing efforts to assess public opinion include the annual Community Trust Survey administered to community members and officers to gauge the levels of trust in police-community relations. Additionally, the department has created a website portal where community members can provide feedback on various policies, located at: <https://www.montgomerycountymd.gov/pol/resource/policies.html>.

# Appendix B

## Racial Equity and Social Justice

The Montgomery County Police Department's strategic plan serves as a crucial tool in advancing racial equity and social justice within the community. Essentially, this plan provides a clear roadmap for our goals, values, and priorities. When racial equity and social justice are intentionally woven into the plan's foundation, it can help change not only police practices but also the relationship between law enforcement and the communities we serve.

In 2024, the MCPD established a Racial Equity Core Team responsible for analyzing and evaluating departmental policies, procedures, and practices through a racial equity perspective.

This strategic plan will lay the foundation for building and strengthening the Core Team into an effective committee dedicated to developing and advancing collective recommendations for addressing racial equity issues. This will enable the Core Team to create a plan for implementing racial equity strategies, monitor progress over time, and review racial equity data at both the leadership and unit levels.

To show its ongoing dedication to racial equality and social justice, the MCPD created a commitment statement to complement the department's mission and vision statements. By officially recognizing racial equity and social justice as key priorities, the MCPD pledges to incorporate these principles into every part of its operation: hiring, training, policy development, community engagement, transparency, and accountability.

This strategic plan is more than just an administrative document. It serves as a blueprint for systemic change, ensuring that equity and justice are not only ideals but are realities woven into everyday policing.

MCPD Racial Equity and Social Justice Commitment Statement:

*The Montgomery County Department of Police strives to foster trust and unity by embedding affirmative strategies that promote equal opportunity, respect, and empathy throughout its governance and operations, ensuring that all communities experience justice and equality under the law.*

# Appendix C

## CALEA Standards

The Montgomery County Police Department has maintained accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1993. The CALEA accreditation program requires the agency to annually demonstrate compliance with over 150 standards, covering all aspects of law enforcement. The CALEA accreditation program is considered the gold standard for public safety and is recognized by the International Association of Chiefs of Police (IACP), the National Organization of Black Law Enforcement Executives (NOBLE), the National Sheriffs' Association (NSA), and the Police Executive Research Forum (PERF).

Through voluntary participation in the CALEA accreditation program, the Montgomery County Police Department exceeds state requirements for a police department and demonstrates a commitment to meeting nationally recognized best practices. Enrollment in the program gives the Department a structure to meet the challenges of modern policing. The CALEA model promotes efficient resource use, improves service delivery, strengthens policies and procedures, enhances training, and reinforces public trust. Less than five (5) percent of police agencies nationwide are currently accredited.

As part of the accreditation process, the agency developed a strategic plan to achieve long-term goals and objectives for effective agency management. The plan includes:

- (1) long-term goals and operational objectives,
- (2) anticipated workload in relation to population trends,
- (3) anticipated personnel levels,
- (4) anticipated capital improvements and equipment needs, and
- (5) provisions for review and revision as needed.

Population, workload, and personnel are addressed on the following pages. The others were addressed earlier in this report.

# Appendix C

## Trends in Population, Workload and Personnel

### Population

#### Round 9.2 SUMMARY, 5-YEAR FORECASTS (2015-2045)

Montgomery County, Maryland  
Total Population, Households, & Jobs

Figure 1.

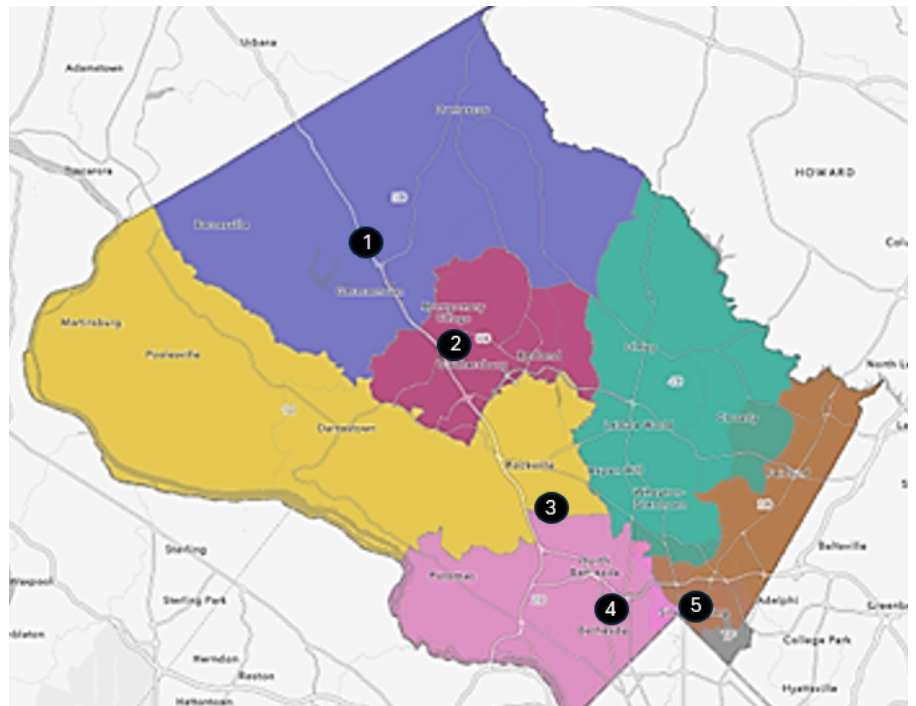
Year	Population			Households			Jobs		
	Population	5-Year Change		Households	5-Year Change		Jobs	5-Year Change	
2015	1,015,300			374,800			520,200		
2020	1,052,000	36,700	3.6%	391,100	16,300	4.3%	543,500	23,300	4.5%
2025	1,087,300	35,300	3.4%	405,600	14,500	3.7%	572,500	29,000	5.3%
2030	1,128,800	41,500	3.8%	422,300	16,700	4.1%	604,500	32,000	5.6%
2035	1,167,700	38,900	3.4%	438,100	15,800	3.7%	627,300	22,800	3.8%
2040	1,197,100	29,400	2.5%	450,900	12,800	2.9%	653,900	26,600	4.2%
2045	1,223,300	26,200	2.2%	461,900	11,000	2.4%	678,700	24,800	3.8%

SOURCE: Research & Strategic Projects Division, Montgomery County Planning Department, Round 9.2 Cooperative Forecast

Figure 2.

Based on analysis by the Montgomery County Planning Department and the Metropolitan Washington Council of Governments (MWCOCG), the county's population is projected to increase by approximately 18% to 1.25 million residents by 2050. The forecast indicates ongoing racial diversity and substantial growth in both households and employment, mainly focused in transit-accessible urban centers.

Areas of substantial projected growth include Clarksburg (1), the City of Gaithersburg (2), White Flint (North Bethesda) (3), and Bethesda (4) and Silver Spring (5) Central Business Districts (CBD).



# Appendix C

## Workload

Calls for service (CFS) are a measure of public demand for police, but only a portion of this demand is directly related to crime. While the fluctuations may be proportional, a larger section stems from other issues, such as traffic stops, mental health crises, and other community problems. The charts on this page display the calls for service and crime rates over the past four years, using 2019 as a pre-Covid benchmark.

Figure 3.

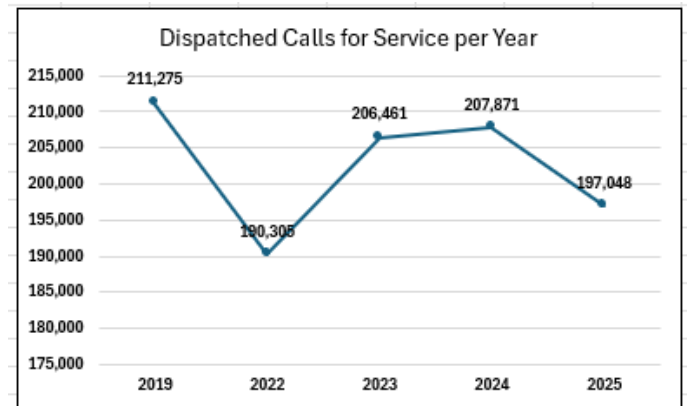


Figure 4.

Dispatched Calls for Service	2019	2022	2023	2024	2025
	211,275	190,305	206,461	207,871	197,048

In 2025, the number of dispatched calls for service decreased by 5% compared to the previous year. The decline in dispatched calls for service may result from operational strategies that reroute non-emergency calls to the Telephone Reporting Unit (TRU) or other units. The growing use of drones and the decrease in overall crime rates also help explain this trend. In calendar year 2025, the Drone as a First Responder (DFR) responded to 2,122 calls, arriving first on scene 1,604 times, or 76% of the time. The DFR also cleared 243 calls before patrol officers arrived on scene, and enabled 477 officers to return to service.

Figure 5.

Crime	2019	2022	2023	2024	2025
Crime Against Persons	5,901	6,539	7,095	6,895	6,212
Crime Against Property	21,977	23,876	26,976	25,797	22,525
Crime Against Society	5,528	2,465	2,155	1,748	1,807
Group B Offenses	18,920	4,776	4,982	4,936	5,306
Total Crime	52,326	37,656	41,208	39,376	37,875

Although crime rates may fluctuate from year to year, the overall crime rate in Montgomery County remains relatively low, at approximately 3,500 crimes per 100,000 residents. The county borders Prince George's County (MD), Washington D.C., and Virginia, with major highways and public transportation routes connecting these areas. This may influence regional crime trends across the area and may lead to crimes committed by individuals residing outside the county.

# Appendix C

## Personnel

Police departments nationwide experienced significant staffing shortages over the past few years. Low morale, mental health issues (including burnout, stress, and trauma), changes in political and social climates, and attractive retirement benefits are among the key motivators of attrition.

Staffing trends have begun to recover as agencies explore new ways to attract qualified candidates, such as relaxing educational requirements and offering hiring bonuses to address common concerns, including student debt and affordable housing.

While the MCPD has made changes to its recruitment and hiring process, the department is still trailing national averages. One of the primary objectives for the next five years is to enhance recruitment and retention strategies.

The MCPD has 825 authorized sworn positions in Patrol (excluding administrative positions). Of these, 138 or 17% are vacant. Actual officer availability is even lower after accounting for no-duty and light-duty assignments.

The attrition rate for 2025 was 63 officers, or 5.8% of the filled positions, who have resigned, retired, or separated for other reasons. Over the next two years, the attrition rate is projected to decrease, but then sharply increase in 2028, with 53 officers expected to retire. Attrition is especially problematic because it results in the loss of essential institutional knowledge.

The MCPD remains committed to upholding a highly selective recruitment process to hire solely the most qualified applicants.

Figure 6.



Figure 7.

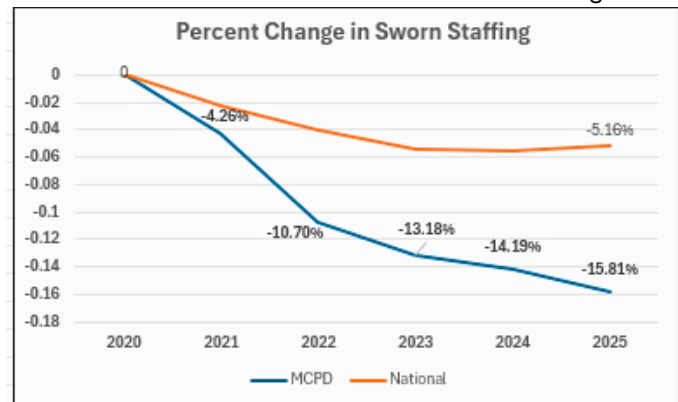
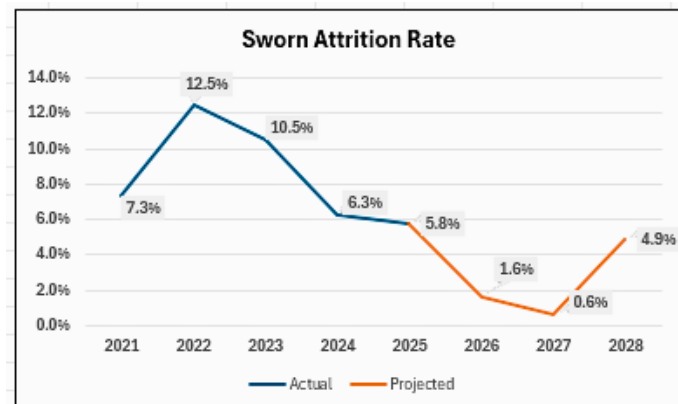


Figure 8.



# Conclusion

Effective strategic planning can institutionalize a culture of continuous improvement, effective decision-making, and disciplined change. This plan should be viewed as the first step in a long-term process that will continue to evolve over time. As new programs and initiatives are implemented, new strengths, weaknesses, opportunities, and threats will emerge. However, the development of a formal process that allows for a systematic, periodic review of the plan and collection of member and stakeholder feedback will provide a means for continued success. The creation of this plan demonstrates the Montgomery County Police Department's shared vision, mission, values, and dedication to forging a path for future success.

**At MCPD...we begin with Pride and end with Excellence!**

For more information about MCPD, visit  
<https://www.montgomerycountymd.gov/pol/index.html>

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