



MARYLAND NATURAL RESOURCES **POLICE**



MARYLAND NATURAL RESOURCES POLICE **STRATEGIC PLAN**

Fiscal Years 2020-2025





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Superintendent's Message



I am pleased to present to you the Strategic Plan for the Maryland Natural Resources Police for FY 2020 through FY2025. This Plan represents a roadmap for all agency civilians and officers, and I thank them for contributing to its creation and ultimate implementation.

The Natural Resources Police mission is deeply rooted in authority given by Natural Resources Article 1, so it is no coincidence that our mission statement is a direct reflection of it. There are five major “state” police agencies in Maryland and approximately one hundred and forty other county, city, or municipal police departments. Of all of these, the Maryland Natural Resources Police is the only agency that has the unique and critical responsibility of conservation law. Our public safety agency will use its full police and statewide authority to ensure that conservation law will be a priority.

From the senior command goals, through mid-level objectives to field directed tasks, all levels of the agency have contributed to this master plan. This roadmap will help us delineate the accomplishment of our recent work and provide a structure to document the future work we envision. Our plan will help to ensure further that we have a diverse, well trained, and highly competent team to accomplish our mission. The Maryland Natural Resources Police strives to be the best conservation agency in the country, and we are well on our way to achieving this designation.

Colonel G. Adrian Baker
Superintendent

Mission Statement

The Maryland Natural Resources Police (NRP) is a public safety agency with statewide authority to enforce hunting, fishing, boating, and criminal law on all waterways and land, both public and private.

NRP also:

- is the lead agency for maritime homeland security
- provides maritime and rural search and rescue
- educates the public in hunting, boating and water safety
- provides primary law enforcement services on the Department of Natural Resources managed lands
- will provide mutual aid to allied public safety agencies for emergency, significant, or special events.

Vision Statement

We envision a future three to five years from now in which the Maryland Natural Resources Police is staffed with a more diverse, better-trained workforce with personnel having specific skill and knowledge in marine or inland conservation law enforcement. Officers will utilize state-of-the-art vessels, vehicles, aircraft, and equipment to patrol waterways, private, and public lands. To accomplish our vision, we will require a 15% increase in sworn and civilian staff.

Values

NRP personnel will be committed to the following core values to guide their conduct:

- **INTEGRITY** - Employees shall:
 - Uphold public trust by maintaining the highest standards of ethical and moral character by obeying all laws, regulations, orders, and policies.
 - Respect the constitutional rights of all people.
- **COURTESY** - Employees shall:
 - Refrain from responses of uncontrolled anger.
 - Commit to providing impartial enforcement and unbiased service to all.
- **DEDICATION** - Employees shall:
 - Provide dedicated and compassionate assistance to all people.
 - Commit to the Mission, Vision, and Values of the agency.
- **PROFESSIONALISM** - Employees shall:
 - Present a neat, clean, and professional appearance.
 - Perform duties in an accurate and timely manner.
 - Utilize appropriate language when dealing with all people.
 - Never use unnecessary force.

OFFICE OF THE SUPERINTENDENT

Goal #1:

Create an agency that is respectful of differences and civil towards people who are different.

Goal # 2:

Maximize agency efficiency and preparation by creating a Planning Unit by January 1, 2021.

Goal #3:

Build a Brick and Mortar Communication Center by 2025.

Goal # 4:

Transfer the Radio Tech's back to NRP by June 30, 2020. (Currently managed and controlled by DNR IT).

Goal # 5:

Give timely and accurate communication to provide for a productive and efficient workforce.

Goal # 6:

Ensure the agency policies and procedures reflect professional best practices, up to date case law and other legal requirements.

Goal # 7:

Increase the security of all agency facilities with the purchase and installation of a card access door entry system.

Goal #8:

Ensure the success of agency goals by commissioning a staffing study and utilizing the budget process to address personnel needs as outlined by the study.

Goal # 9:

Review, analysis, evaluation, recommendation on the use of technology agency-wide to increase efficiency, information sharing, and increase the time available for patrol activities.

Goal # 10:

Enhanced public service and engagement throughout the agency.

Action Steps & Tasks to achieve Goals & Objectives

ADMINISTRATIVE SERVICES BUREAU

Human Resources & Fiscal Services

Goal #1:

Provide excellent customer service to all internal and external customers.

Objective 1: Respond to all emails and voice messages by the end of the next business day.

Goal # 2:

Provide clear and concise instructions relating to all Human Resources, Personnel, Administrative, and Finance procedures and information for all Law Enforcement Officers and Supervisory and Civilian Administrative Staff.

Objective 1: By the end of FY20, create an Information folder on the NRP Administrative Services Bureau websites to cover any Human Resources, Personnel, Administrative, and Finance procedures and information for reference by all employees.

Objective 2: Provide bi-annual training to Sergeants and Lieutenants and annual training for Captains and civilians on Human Resources, Personnel, Administrative, and Finance procedures.

Goal #3:

Conduct a bi-annual review of the budget to create an Agency-wide spending prioritization list for purchases and projects.

Objective 1: Create a final ranked priority list.

Goal # 4:

Provide DNR Engineering and Construction with the annual request of Critical Maintenance and Capital Projects requested for NRP.

Objective 1: Create an agency-wide Capital Projects list.

Objective 2: Create an agency-wide Critical Maintenance list.

Goal # 5:

Create a reward/recognition program for NRP civilian employees for excellent performance.

Objective 1: Create award sub-categories - attendance, customer service, and fiscal.

Goal # 6:

Maintain a high level of financial accountability and regulatory compliance.

Objective 1: 100% accuracy preparing daily, monthly and annual financial documents.

Goal # 7:

Maintain and annually review the required five years of financial documents.

Objective 1: Revamp hard copy filing system.

Action Steps & Tasks to achieve Goals & Objectives



SUPPORT SERVICES BUREAU

Entry Level & In-Service Training Sections

Goal #1:

Assist area commanders with relevant seasonal training around the state throughout the year upon request.

Objective 1: Create a training library of short instructional videos for relevant enforcement based on seasons by the end of 2021.

Objective 2: Create a reference file on google drive of training materials and videos.

Objective 3: Assist commanders in locating subject matter experts for training.

Goal #2:

Provide the most relevant information by utilizing subject matter experts who use the most current methods in entry-level and in-service training for all training.

Objective 1: Review BRC 62 academy schedule and adjust to reflect new priorities in training by Dec. 31, 2019.

Objective 2: Review the 2020 in-service schedule to make adjustments if needed and to add elective courses in natural resource enforcement topics.

Objective 3: Review mandated MPCTC courses/schedules to plan for the next three years of training cycles by December 31, 2019.

Objective 4: Reach out to counterpart agencies in other states to locate potential subject matter experts for training.

Objective 5: Review, update and have FTO manual approved by January 31, 2020.

Objective 6: Provide leadership training opportunities for Corporals and above.

Goal #3:

Ensure all officers meet minimum MPCTC standards.

Objective 1: Firearms training must be completed and submitted annually to the Maryland Police and Corrections Training Commission by December 31 of each year.

Objective 2: Ensure all recruits complete all Entry Level Training Objectives prior to academy graduation.

Objective 3: Ensure the completion of mandated in-service courses on the required timetable.

Action Steps & Tasks to achieve Goals & Objectives



SUPPORT SERVICES BUREAU

Recruitment & Cadet Section

Goal #1:

Continuously focus on increasing a diverse workforce.

Objective 1: Utilize the agency's Strategic Recruitment Plan.

Objective 2: Increase community outreach/community based policing by field personnel by 5% by 2021.

Objective 3: Meet with current agency members of diversity for input strategies for recruiting and maintaining a diverse workforce.

Objective 4: Evaluate the current testing process (Both FFAT and written) and research testing process of other agencies to determine if the process needs to be updated by June 30, 2020.

Goal #2:

Recruit using the most relevant methods.

Objective 1: Analyze data from the current hiring process to determine if recruiting efforts match current information on where applicants learned about the Job.

Objective 2: Create a recruitment video that realistically represents the job and post online by 12/31/20.

Objective 3: Create an instructional video for FFAT. 12/31/20

Objective 4: Assign an officer to research recruitment methods of other agencies and online recruitment/job posting methods and submit a summary report of suggested methods by June 30, 2020.

Goal #3:

Maintain an adequate supply of relevant handouts/supplies.

Objective 1: Request funding when needed.

Objective 2: Review all handouts yearly for accuracy and update to keep information current.

Objective 3: Inventory supplies every four months and restocks accordingly.

Action Steps & Tasks to achieve Goals & Objectives

SUPPORT SERVICES BUREAU Background Investigation Section

Goal #1:

Maintain seven years of background information on unhired applicants.

Objective 1: Scan all background files to an electronic file.

Objective 2: Purge and shred all records outside of the 7-year date range.

Objective 3: Transport all records to Tawes for storage by Dec 2021.

Goal #2:

Hire 10 Civilian Background Investigators as needed.

Objective 1: Three months before the start date get the required paperwork over to HR for the job posting.

Objective 2: 2.5 months before the start date get the job posted.

Objective 3: 1.5 months before the start date schedule interviews and interviews.

Action Steps & Tasks to achieve Goals & Objectives



SUPPORT SERVICES BUREAU

Safety Education

Goal #1:

Increase civilian staff by one position to help promote boating safety by 2020.

Objective 1: MS-22 completed by November 29, 2019.

Objective 2: Interview questions drafted by December 16, 2019.

Objective 3: Job announcement posted by February 1, 2020.

Objective 4: Interviews conducted by February 28, 2020.

Objective 5: Hired by March 31, 2020.

Goal #2:

Complete six public relations boating safety events per year.

Objective 1: Identify which events would maximize outreach efforts.

Objective 2: Annually, review events attended to see if outreach goals were met.

Objective 3: Inventory educational materials and restock accordingly.

Objective 4: Review all handouts yearly for accuracy and update to keep information current.

Goal #3:

Complete 6 PR hunting safety events per year.

Objective 1: Identify which events would maximize outreach efforts.

Objective 2: Annually, review events attended to see if outreach goals were met.

Objective 3: Inventory educational materials and restock accordingly.

Objective 4: Review all handouts yearly for accuracy and update to keep information current.

Goal #4:

Continue with livery outreach annually.

Objective 1: Identify all livery operations within the state - contract/non-contract

by March 1, 2020.

Objective 2: All livery operations within the state - contract/non-contract - will be inspected annually.

Objective 3: Establish and adhere to a guide training schedule for PWC livery operations in Ocean City within the contract period.

Goal #5:

Hire a Hunter Safety Education Coordinator Supervisor by the end of FY 2020.

Objective 1: MS-22 completed for both positions by February 1, 2020.

Objective 2: Interview questions drafted by March 1, 2020.

Objective 3: Job announcement posted by April 1, 2020.

Objective 4: Interviews conducted by May 15, 2020.

Objective 5: Hired by July 1, 2020.

Goal #6:

Colonel Baker will serve as the new Boating Law Administrator.

Objective 1: Select a new NRP NASBLA representative by December 31, 2019.

Objective 2: Current NASBLA representative will notify all NASBLA contacts to introduce New NASBLA representative by July 1, 2020.

Action Steps & Tasks to achieve Goals & Objectives

SUPPORT SERVICES BUREAU

Reserve Officer Program

Goal #1:

Transfer responsibility for traffic control within and adjacent to state parks to Reserve Officers.

Objective 1: Identify which State parks have the greatest need for traffic control assistance by February 03, 2020.

Objective 2: Schedule traffic control training for R/O's by March 02, 2020.

Objective 3: Establish a list of required safety equipment needs for traffic control.

Objective 4: Schedule meetings with stakeholders in November 2020 to evaluate the success of the transfer of responsibility.

Goal #2:

Increase boating vessel safety inspections performed by Reserve Officers.

Objective 1: Identify locations with the highest amount of traffic as inspection locations.

Objective 2: Conduct standardized vessel safety inspection training for R/O's every March.

Objective 3: Coordinate with NRP PIO to advertise dates/times/locations for boating vessel safety inspection initiatives.

Goal #3:

Increase hours spent assisting NRP Officers on vessels and State Parks from Memorial Day to Labor Day.

Objective 1: Identify areas with the greatest need for assistance from R/O's.

Objective 2: Identify training needs for R/Os when working in field operations Capacity.

Objective 3: Establish a list of required safety equipment needs for working in field operations capacity.

Goal #4:

Increase hours spent assisting civilian staff at Matapeake in Safety Education and Supply Services Unit year-round.

Objective 1: Identify areas with the greatest need for assistance from R/O's.

Objective 2: Identify training needs for R/O's working in Safety Education.

Objective 3: Identify training needs for R/O's working in Supply Services Unit.



Goal #5:

Increase hours spent in the Communications Center assisting PCO's with phones and as needed year-round.

Objective 1: Identify time frames with the greatest need for assistance from R/O's.

Objective 2: Identify training needs for R/O's assisting PCOs in the Communications Center.

Objective 3: Establish a list of prerequisites for completion before assignments in the Communications Center.

Goal #6:

Update Reserve Officer standing list yearly.

Objective 1: Identify which R/Os are in the active and inactive file.

Objective 2: Proceed with the process to remove R/Os that show zero volunteer hours in a calendar year.

Objective 3: Collect R/O equipment and uniforms if they did not work in a calendar year.

Action Steps & Tasks to achieve Goals & Objectives

SUPPORT SERVICES BUREAU

Records and Warrants Section

Goal #1:

Utilize technology to increase the efficiency and effectiveness of the Records and Warrants Section by 12-31-23.

Objective 1: Revise and streamline procedures for records requests by 12/31/2020.

Objective 2: Utilize the Warrants module in RMS for all new Natural Resources warrants by 12/31/2021.

Objective 3: Ensure that NRP complies with the new National Incident Based Reporting System (NIBRS) for Uniform Crime Report submissions on or before the Department of Justice mandated deadline of 12/31/20.

Action Steps & Tasks to achieve Goals & Objectives

SUPPORT SERVICES BUREAU

Law Enforcement Technical Support Section

Goal #1:

Increase the use of technology to assist the NRP in their daily tasks.

Objective 1: Determine a replacement computer for the Panasonic CF-31 Toughbook by July 2020 as this computer will no longer be made after 2020.

Objective 2: Create new forms in RMS to support the needs of the NRP on an ongoing basis.

Objective 3: Provide input and recommendations to Support Services Major on selection of members to the Technology Committee by January 2020.

Action Steps & Tasks to achieve Goals & Objectives

SUPPORT SERVICES BUREAU

Communications Center Section

Goal #1:

Improve and modernize Communications Center by December 31, 2020.

Objective 1: Replace workstations in the Communications Room by June 30, 2020.

Objective 2: Update flooring to be current and sound dampening by June 30, 2020.

Objective 3: Service and Clean HVAC system by June 30, 2020.

Goal #2:

Ensure PCO vacancies are filled with qualified personnel promptly as needed.

Objective 1: Revise the PCO job announcement by November 11, 2019.

Objective 2: Post job announcement by February 1st yearly to maintain an active eligibility list.

Objective 3: Draft interview questions by February 1, 2020.

Goal #3:

Provide PCOs with relevant and current training as needed or requested.

Objective 1: Standardize training for all newly hired PCOs by December 31, 2021.

Objective 2: Include PCOs in any relevant in-service training courses on an annual basis.

Objective 3: Standardize quality assurance checks on all PCOs on a quarterly basis by December 31, 2021.

Goal #4:

Increase PCO staff by four positions.

Objective 1: Post job announcement by February 1st annually to maintain an active eligibility list.

Objective 2: Identify and quantify the peak workload times for the Communications Center by September 1, 2020.

Objective 3: Create a job description for contractual PCO positions.

Goal #5:

Increase the number of hours that Reserve Officers assist the PCOs in answering phones, etc. when needed.

Objective 1: Identify Reserve Officers who are interested in assisting at the Communications Center by April 1, 2020.

Objective 2: Schedule training dates for Reserve Officers by June 30, 2020.

Objective 3: Identify vacancies where Reserve Officers could be of assistance during the summer months and schedule accordingly by May 15, 2021 and then annually afterward.

Action Steps & Tasks to achieve Goals & Objectives



SUPPORT SERVICES BUREAU

Supply and Maintenance Unit

Goal #1:

Replace the current fuel system by June 30, 2020.

Objective 1: Develop contractor source 11/01/19.

Objective 2: Develop the current site needs 11/01/19.

Objective 3: Develop the current user needs 11/15/19.

Goal #2:

Increase security at the Matapeake compound by June 30, 2020.

Objective 1: Develop contractor source 01/05/20.

Objective 2: Identify strategic locations for systems 11/10/19.

Objective 3: Identify system capabilities (storage, ability to link to other systems) 11/10/19

Goal #3:

Maintain adequate equipment and uniform stock yearly.

Objective 1: Install an updated inventory system 06-30-20.

Objective 2: Review current inventory, order summer uniforms by 02/01 of every year.

Objective 3: Review current inventory and order winter uniforms by 08/01 of every year.

Goal #4:

Purchase and maintain state of the art vessels, vehicles, and equipment annually.

Objective 1: Meet with vessel and vehicle committee's to establish agency needs according to policy.

Objective 2: Meet with manufacturers to test and evaluate current products as needed.

Objective 3: Review agency needs (marked, unmarked, special needs) and purchase annually.

Goal #5:

Evaluate civilian personnel staffing needs yearly.

Objective 1: Meet annually with Matapeake staff to identify employee voids.

Objective 2: Identify current employee workloads.

Objective 3: Explorer acquiring technology that reduces employee workload.

Goal #6:

Increase the number of hours RO's assist the civilian's in Fleet and Supply as needed.

Objective 1: Reach out to RO coordinators as needed.

Goal #7:

Upgrade the inventory system.

Objective 1: Develop contractor source/needs by 02/01/20.

Objective 2: Identify system capabilities by 12/01/19.

Objective 3: Identify agency needs for the system by 10/20/19.

Action Steps & Tasks to achieve Goals & Objectives



SPECIAL SERVICES BUREAU

Goal #1:

To ensure that the units (Special Response Teams & Criminal Investigations) within the bureau have adequate resources (workforce, equipment, & training) to assist NRP field operations on a regional level. In attempting to fill vacancies within the Special Services Bureau continually, we will strive to select the most qualified candidate and work towards ensuring every sworn eligible officer has the opportunity to participate in any open recruitment for new members.

Objective 1: Review the internal selection process for selecting the most qualified officers for positions within the Special Operations Division. Look at other agencies for any "best practices" in their agency's internal selection process. Updating the selection process with any best practices should take place as each unit's Standard Operating Procedure (SOP) is completed.

Objective 2: Ensure the Bureau conducts a "short-range (1-3 years)" and a "long range (3-5 years)" plan to ensure both workforce and equipment needs are met and planned for. This should be completed by July 1, 2020, and presented to senior NRP leadership.

Objective 3: Ensure that all Standard Operating Procedures (SOPs) for each of the Response Team Section units and the Criminal Investigations Section are updated to include the selection process for new members. All SOPs should be updated by October 1, 2020. Approved SOPs should be made fully available to all sworn members of the agency.

Objective 4: Develop a job description for a full-time civilian position to handle administrative duties and other non-law enforcement functions May 2020

Goal #2:

To conduct outreach & education to our agency sworn members to make officers fully aware of the capabilities that the units within the Special Services Bureau may offer that could assist them with specialized services.

Objective 1: Conduct outreach and education at FOP/Labor meetings to include any other groups, such as the Black Officers Association meetings. This outreach and education can also take place at specialized events such as at Academy graduations with static displays, the DNR Meeting/Picnic events, or other similar events.

Objective 2: Document the Bureau's efforts to conduct outreach and education

throughout the calendar year and provide a summary on a bi-annual basis to the Bureau Chief of these efforts. Reports of outreach efforts are due July 15th and January 15th, respectively, to capture every six months.

Objective 3: This outreach should also include an effort to ensure that the agency's entire diverse contingency of officers is educated to the opportunities that these extra-duty assignments offer.

Action Steps & Tasks to achieve Goals & Objectives

SPECIAL SERVICES BUREAU Response Team Section

Goal #1:

To ensure that all the Response Team units are staffed with an adequate number of highly qualified officers who have the necessary specialized training and equipment available to provide a valuable service to the NRP and allied agencies upon request.

Objective 1: Remove all decentralized Field Operations Bureau sergeants from specialized teams by the end of FY 2022.

Objective 2: S.O.D. Command will conduct a SWOT Analysis of each specialized team by October 2020

Objective 3: Submit updated SOPs for each specialized team by October 1, 2020

Goal #2:

50 % increase of K-9 missions with priority to be focused on conservation enforcement, marine, and rural area body recovery, and search & rescue operations for the calendar year 2020.

Objective 1: To develop and implement a canine program sustainment plan for the calendar year 2020 that includes bringing on new canine handlers and putting on a canine school in the fall of 2020.

Objective 2: Evaluate current training objectives to ensure they support conservation enforcement, search and rescue, and HRD missions by March 2020

Objective 3: To update the K-9 Standard Operating Procedure by July 1, 2020. The updated SOP should include a section that discusses the exit strategy for when handlers promote to the rank of Sergeant.



Goal #3:

To ensure that the agency's Underwater Operations Team section has adequate resources (workforce and equipment) to be able to respond and assist agency personnel and allied agencies upon request.

Objective 1: Train In-house Public Safety Diving Instructor by January 2021

Objective 2: During the selection process for new team members, ensure that any geographic vacancies are filled to ensure an adequate response that is timely and fiscally responsible for their response to incidents.

Objective 3: Conduct an inventory & assessment of current equipment and develop a list of needed equipment to be sought. This should be completed before July 1, 2020.

Objective 4: Add additional Side Scan Sonar Units to UOT by calendar year 2021.

Goal #4:

Increase proactive TRT enforcement for conservation and boating by 25% during the calendar year 2020.

Objective 1: SOD Command will reach out and work with Area/Regional Commanders to identify potential missions and assistance for specialized enforcement.

Objective 2: Work with allied federal, state, and local partners to conduct maritime patrols.

Goal #5:

Add a dedicated Dive/Side Scan Sonar Vessel to the SOD fleet by October 2020

Objective 1: Write specifications for vessel by January 2020

Objective 2: Secure funding source by July 2020

Objective 3: Submit procurement/bid paperwork by September 2020

Action Steps & Tasks to achieve Goals & Objectives

SPECIAL SERVICES BUREAU

Criminal Investigations Section

Goal #1:

Improve response time for investigative services by March of 2021.

Objective 1: By March 31, 2020, ensure any identified vacancies are filled, and as vacancies occur, they should be filled through the selection process in the unit's Standard Operating Procedure. Filling vacancies that occur to support the agency on an Area/Regional basis should continue to ensure a timely investigative response to incidents.

Objective 2: Ensure vacancies within the criminal investigation section are filled that support where there are geographic vacancies or shortfalls.

Objective 3: Review past statistical data such as boat accident/fatalities data to see when the greatest need to have investigators working and ensuring investigators are available during those peak times. Additionally, a review of workforce allocation (past schedules of when investigators worked) should be compared to when the greatest identified need was for a response. Any adjustments to scheduling guidelines should be implemented that will help ensure a timely response when incidents occur.

Goal #2:

To ensure that any selected CIS member has the equipment and training needed to fulfill their duties.

Objective 1: Identify specific training needed for NRP CIS members by October 2020.

Objective 2: Conduct a SWOT analysis of training and equipment of the CIS by October 2020

Action Steps & Tasks to achieve Goals & Objectives

SPECIAL SERVICES BUREAU

Aviation Section

Goal #1:

Increase aviation use to support conservation and search and rescue by 25%.

Objective 1: Identify the funding needed to support two helicopters, two pilots, 2 mechanics by October 2019

Objective 2: Identify the number of NRP flight observers needed for region and ensure that numbers are filled by October 2020

Objective 3: Increase flight requests from within DNR by January 2021

Objective 4: Obtain a hangar facility to sustain the operational integrity of the unit by 2021

Objective 5: Fill existing pilot and mechanic vacancies by July 1, 2020

Action Steps & Tasks to achieve Goals & Objectives

INTELLIGENCE AND SPECIAL INVESTIGATIONS BUREAU

Task Force Section

Goal #1:

Initiate a minimum of six new covert investigations each year.

Objective 1: Attend a minimum of one meeting each year in each Area to review with field operations personnel the purpose and capabilities of task forces and covert investigative personnel, as well as receive information for future investigations to support patrol operations.

Objective 2: Conduct a minimum of one multi-day operation in support of patrol operations, each year, focused on addressing the internet trafficking of natural resources.

Goal #2:

Ensure that all opportunities for asset forfeiture and funding to the agency are maximized continuously.

Objective 1: Ensure that all DAG's are forwarded to Administrative Services with sufficient time to process for submission within established deadlines.

Objective 2: On July 1, review expiration dates to ensure that all inter-agency task force agreements are updated annually, or as otherwise required.

Objective 3: Ensure by August 1 that all required annual reports are filed with federal organizations to keep the agency current and able to receive funds from forfeited assets.

Goal #3:

Establish a Task Force/Intelligence Section Command position to supervise these functions.

Objective 1: Receive approval from the Office of Superintendent.

Action Steps & Tasks to achieve Goals & Objectives

INTELLIGENCE AND SPECIAL INVESTIGATIONS BUREAU

Internal Affairs Unit

Goal #1:

Ensure that all allegations of misconduct by agency personnel are investigated in a fair, unbiased, and expeditious manner, consistent with all applicable laws, regulations, policies, and court mandates as required.

Objective 1: Ensure that every administrative investigation is conducted within LEOBR and state personnel and agency laws, regulations, and policies.

Objective 2: Annually conduct one in-service training or produce one training bulletin for District Supervisors and Area Commanders concerning the handling of administrative complaints and initial inquiries.

Goal #2:

Ensure that the seizure, handling, storage, destruction, and return of all evidence is conducted in a manner consistent with laws, regulations, policies, and best practices.

Objective 1: Conduct one evidence room audit annually for each Area, Division, or Unit which stores evidence seized by agency officers.

Goal #3:

By the end of FY 2021, purchase Internal Affairs software that will allow tracking of investigative files and early warning components.

Objective 1: Contact LETech and inquire about the capability of using RMS.

Objective 2: Utilize available IA resources to research current products used by other agencies.

Goal #4:

Update NRP Disciplinary Matrix.

Objective 1: Make recommendations on update & changes to NRP Matrix based on comparison & analysis with other state and local agency Matrices.

Goal #5:

Update Policies & Procedures pertaining to evidence, conduct, and IA investigations.

Objective 1: Make recommendations to update Policies and Procedures to reflect recent changes in the use of RMS, and past practices that are no longer in use.

Action Steps & Tasks to achieve Goals & Objectives

INTELLIGENCE AND SPECIAL INVESTIGATIONS BUREAU

Intelligence Section

Goal #1:

Provide a minimum of six training and educational products per year to ensure a well-trained and well-informed workforce.

Objective 1: Conduct one in-service training every six months to maximize the efficient and practical use of MLEIN by internal and external users.

Objective 2: Produce a minimum of four intelligence bulletins per year focused on emerging conservation, boating, or park information.

Goal #2:

Provide a minimum of two projects for consideration for each available Port Security Grant funding opportunity to improve the MLEIN, and maximize the fiscal efficiency of the agency.

Objective 1: Maintain a list of all equipment, and its life expectancy, as well as awareness of new technology available to replace aging equipment or outdated software.

Objective 2: Maintain a list of MLEIN specific Port Security Grant projects based on yearly maintenance requirements and new technological discoveries.

Objective 3: Conduct quarterly reviews of Port Security Grant performance to ensure that all available funds are expended before the expiration of grants, and all expenditures are consistent with the purpose and requirements of the grant.

Goal #3:

By FY 2021, establish a supervisory hierarchy, intelligence gathering, and analytical staff.

Objective 1: Obtain approval for new positions from the Office of Superintendent and establish a roll-out schedule.

Objective 2: Identify PINS to be used for new positions by March 1, 2020.

Goal #4:

By the end of FY 2021, establish a dedicated state or federal funding source for the maintenance and growth of the MLEIN system.

Objective 1: Work with Legislative Director to seek opportunities to brief Executive and Legislative branches on the uses of MLEIN and the need for state budget funding.

Action Steps & Tasks to achieve Goals & Objectives



FIELD OPERATIONS

Eastern Region, Area 1

Goal #1:

Increase our enforcement presence through a renewed emphasis on marine expertise to aid in the protection of Maryland's fisheries.

Objective 1: Conduct enforcement patrols targeting the wild-caught oyster fishery during the oyster season.

Objective 2: Conduct enforcement patrols targeting finfish fisheries throughout the year.

Objective 3: Conduct high visibility enforcement patrols targeting the blue crab fishery during the crabbing season.

Objective 4: Conduct high visibility enforcement patrols targeting the aquaculture fishery throughout the year.

Goal #2:

Increase focused conservation enforcement through a renewed emphasis on inland expertise to aid in the protection of Maryland's Wildlife.

Objective 1: Conduct enforcement patrols targeting the Whitetail and Sika deer seasons.

Objective 2: Conduct enforcement patrols targeting the waterfowl seasons with an emphasis on illegal baiting.

Objective 3: Conduct enforcement patrols targeting the wild turkey season with an emphasis on illegal baiting.



Goal #3:

Increase our boating contacts to ensure safe outdoor recreational activities on Maryland's waterways.

Objective 1: Conduct high visibility enforcement patrols targeting unsafe boating practices and criminal activities.

Objective 2: Participate in public outreach, promoting safe boating.

Objective 3: Conduct high visibility patrols targeting intoxicated boaters.

Goal #4:

Increase our contacts with public lands visitors to ensure safe recreational activities on all DNR controlled lands.

Objective 1: Conduct high visibility enforcement patrols on all public lands managed and owned by the Department of Natural Resources.

Objective 2: Conduct enforcement patrols targeting the possession of alcohol, Criminal, Civil, and COMAR violations in the parks.

Objective 3: Conduct traffic enforcement patrols targeting speed violations and intoxicated drivers on DNR controlled lands.

Goal #5:

To provide over 14,000 patrol checks for Maryland's Maritime Critical Infrastructure annually.

Objective 1: Ensure officers are familiar with the Maritime Critical infrastructure in their patrol areas.

Objective 2: Ensure officers properly document checks of Maritime Critical infrastructure during their routine patrols.

Objective 3: Increase patrols during holidays, increased threat alerts, and special events in the vicinity of critical infrastructure.

Action Steps & Tasks to achieve Goals & Objectives

FIELD OPERATIONS

Eastern Region, Area 2

Goal #1:

Increase our enforcement presence through a renewed emphasis on marine expertise to aid in the protection of Maryland's fisheries.

Objective 1: Conduct enforcement patrols targeting the wild-caught oyster fishery during the oyster season.

Objective 2: Conduct enforcement patrols targeting finfish fisheries throughout the year.

Objective 3: Conduct high visibility enforcement patrols targeting the blue crab fishery during the crabbing season.

Objective 4: Conduct high visibility enforcement patrols targeting the aquaculture fishery throughout the year.

Goal #2:

Increase focused conservation enforcement through a renewed emphasis on inland expertise to aid in the protection of Maryland's Wildlife.

Objective 1: Conduct enforcement patrols targeting the Whitetail and Sika deer seasons.

Objective 2: Conduct enforcement patrols targeting the waterfowl seasons with an emphasis on illegal baiting.

Objective 3: Conduct enforcement patrols targeting the wild turkey season with an emphasis on illegal baiting.

Goal #3:

Increase our boating contacts to ensure safe outdoor recreational activities on Maryland's waterways.

Objective 1: Conduct high visibility enforcement patrols targeting unsafe boating practices.

Objective 2: Participate in public outreach, promoting safe boating.

Objective 3: Conduct high visibility patrols targeting intoxicated boaters.

Goal #4:

Increase our contacts with public lands visitors to ensure safe recreational activities on all DNR controlled lands.

Objective 1: Conduct high visibility enforcement patrols during peak times in the park hot spot locations.

Objective 2: Conduct enforcement patrols targeting alcohol violations in the parks.

Objective 3: Conduct traffic enforcement patrols targeting speed in the park.

Goal #5:

To provide over 14,000 patrol checks for Maryland's Maritime Critical Infrastructure annually.

Objective 1: Ensure officers are familiar with the Maritime Critical infrastructure in their patrol areas.

Objective 2: Ensure that checks of critical maritime infrastructure are properly documented.

Objective 3: Increase patrols during holidays, increased threat alerts, and special events in the vicinity of critical infrastructure.

Action Steps & Tasks to achieve Goals & Objectives



FIELD OPERATIONS

Southern Region, Area 3

Goal #1:

Increase our enforcement presence through a renewed emphasis on marine expertise to aid in the protection of Maryland's fisheries.

Objective 1: Provide enforcement patrols targeting the illegal harvest of finfish in tidal waters throughout the year.

Objective 2: Provide enforcement patrols targeting the harvest of wild-caught oysters during the oyster season.

Objective 3: Provide enforcement patrols concentrating on the aquaculture industry throughout the year.

Objective 4: Provide enforcement patrols concentrating on the illegal harvest of blue crabs.

Goal #2:

Increase focused conservation enforcement through a renewed emphasis on inland expertise to aid in the protection of Maryland's Wildlife.

Objective 1: Provide enforcement efforts targeting the illegal harvest and baiting of migratory waterfowl before and during the open season.

Objective 2: Provide enforcement efforts targeting the illegal harvest of Whitetail deer before and during the open season.

Objective 3: Provide enforcement efforts concentrating on the illegal harvest and baiting for wild turkey.

Goal #3:

Increase our boating contacts to ensure safe outdoor recreational activities on Maryland's waterways.

Objective 1: Provide visibility and enforcement efforts during peak times of boating activity, targeting subjects operating vessels on the waterways while under the influence of alcohol.

Objective 2: Continue community outreach efforts promoting safe boating practices.

Goal #4:

Increase our contacts with public lands visitors to ensure safe recreational activities on all DNR controlled lands.

Objective 1: Provide focused patrols in state lands targeting the most frequently occurring violations.

Objective 2: Coordinate with state lands staff to identify times and locations of frequent violations where enforcement is most needed.

Goal #5:

To provide over 14,000 patrol checks for Maryland's Maritime Critical Infrastructure annually.

Objective 1: Provide highly visible patrols of sites identified as part of Maryland's Critical Infrastructure Assessment.

Objective 2: Identify and document suspicious persons and events.

Action Steps & Tasks to achieve Goals & Objectives

FIELD OPERATIONS

Southern Region, Area 4

Goal #1:

Increase our enforcement presence through a renewed emphasis on marine expertise to aid in the protection of Maryland's fisheries.

Objective 1: Provide enforcement patrols targeting the illegal harvest of finfish in tidal waters throughout the year.

Objective 2: Provide enforcement patrols targeting the harvest of wild-caught oysters during the oyster season.

Objective 3: Provide enforcement patrols concentrating on the aquaculture industry throughout the year.

Objective 4: Provide enforcement patrols concentrating on the illegal harvest of blue crabs.

Goal #2:

Increase focused conservation enforcement through a renewed emphasis on inland expertise to aid in the protection of Maryland's Wildlife.

Objective 1: Provide enforcement efforts targeting the illegal harvest and baiting of migratory waterfowl before and during the open season.



Objective 2: Provide enforcement efforts targeting the illegal harvest of Whitetail deer before and during the open season.

Objective 3: Provide enforcement efforts concentrating on the illegal harvest and baiting for wild turkey.

Goal #3:

Increase our boating contacts to ensure safe outdoor recreational activities on Maryland's waterways.

Objective 1: Provide visibility and enforcement efforts during peak times of boating activity, targeting subjects operating vessels on the waterways while under the influence of alcohol.

Objective 2: Continue community outreach efforts promoting safe boating practices.

Goal #4:

Increase our contacts with public lands visitors to ensure safe recreational activities on all DNR controlled lands.

Objective 1: Provide focused patrols in state lands targeting the most frequently occurring violations.

Objective 2: Coordinate with state lands staff to identify times and locations of frequent violations where enforcement is most needed.

Goal #5:

To provide over 14,000 patrol checks for Maryland's Maritime Critical Infrastructure annually.

Objective 1: Provide highly visible patrols of sites identified as part of Maryland's Critical Infrastructure Assessment.

Objective 2: Identify and document suspicious persons and events.

Action Steps & Tasks to achieve Goals & Objectives

FIELD OPERATIONS

Central Region, Area 5

Goal #1:

Increase our enforcement presence through a renewed emphasis on marine expertise to aid in the protection of Maryland's fisheries.

Objective 1: Officers will participate in the S.T.O.P.P. (Strategic Targeted Operation to Prevent Poaching) Initiative, focusing on fisheries issues in Area 5.

Objective 2: Supervisors will monitor enforcement actions documented in a given quarter in the year to ensure they comply with the agency's goals.

Goal #2:

Increase focused conservation enforcement through a renewed emphasis on inland expertise to aid in the protection of Maryland's Wildlife.

Objective 1: Document complaints, tips, etc. on the patrol checklist and distribute to every officer for proactive law enforcement action.

Objective 2: Officers will participate in the S.T.O.P.P. (Strategic Targeted Operation to Prevent Poaching) Initiative, focusing on conservation crimes in Area 5.

Goal #3:

Increase our boating contacts to ensure safe outdoor recreational activities on Maryland's waterways.

Objective 1: Officers will conduct various community policing assignments.

Objective 2: Deter OUI violations through proactive boat patrols.

Goal #4:

Increase our contacts with public lands visitors to ensure safe recreational activities on all DNR controlled lands.

Objective 1: Provide increased visibility and enforcement efforts targeting various issues encountered in the state parks and other state lands.

Objective 2: Provide increased visibility in "hot spots" designated by the Park Service that are known areas for illegal activity.

Objective 3: Analyze data to schedule patrols and prevent conservation crimes through predictive, proactive policing.

Goal #5:

To provide over 14,000 patrol checks for Maryland's Maritime Critical Infrastructure annually.

Objective 1: Conduct daily high visibility homeland security operations.

Objective 2: Officers will respond as needed to requests for Maritime Security Zone details in the Potomac River adjacent to Trump National Golf Course.

Action Steps & Tasks to Achieve Goals & Objectives



FIELD OPERATIONS

Central Region, Area 6

Goal #1:

Increase our enforcement presence through a renewed emphasis on marine expertise to aid in the protection of Maryland's fisheries.

Objective 1: Officers will participate in the S.T.O.P.P. (Strategic Targeted Operation to Prevent Poaching) Initiative, focusing on fisheries issues in Area 6.

Objective 2: Supervisors will monitor enforcement actions documented in a given quarter in the year to ensure they comply with the agency's goals.

Goal #2:

Increase focused conservation enforcement through a renewed emphasis on inland expertise to aid in the protection of Maryland's Wildlife.

Objective 1: Document complaints, tips, etc. on the patrol checklist and distribute to every officer for proactive law enforcement action.

Objective 2: Officers will participate in the S.T.O.P.P. (Strategic Targeted Operation to Prevent Poaching) Initiative, focusing on conservation crimes in Area 6.

Goal #3:

Increase our boating contacts to ensure safe outdoor recreational activities on Maryland's waterways.

Objective 1: Officers will conduct various community policing assignments.

Objective 2: Deter OUI violations through proactive boat patrols.

Objective 3: Area 6 marine district pilot program.

Goal #4:

Increase our contacts with public lands visitors to ensure safe recreational activities on all DNR controlled lands.

Objective 1: Provide increased visibility and enforcement efforts targeting various issues encountered in the state parks and other state lands.

Objective 2: Provide increased visibility in "hot spots" designated by the Park service that are known areas for illegal activity.

Objective 3: Analyze data to schedule patrols and prevent conservation crimes through predictive, proactive policing.

Goal #5:

To provide over 14,000 patrol checks for Maryland's Maritime Critical Infrastructure annually.

Objective 1: Conduct high visibility homeland security operations daily.

Objective 2: Officers will respond as needed to requests for Maritime Security Zone details in the Potomac River adjacent to Trump National Golf Course.

Action Steps & Tasks to Achieve Goals & Objectives

FIELD OPERATIONS

Western Region, Area 7

Goal #1:

Increase our enforcement presence through a renewed emphasis on marine expertise to aid in the protection of Maryland's fisheries.

Objective 1: Dedicated Marine Boat Duty station by January 2020.

Objective 2: Provide a measurable increase in enforcement patrols targeting illegal harvest of finfish in non-tidal lakes throughout the year.

Objective 3: Provide a measurable increase in enforcement patrols targeting the illegal harvest of finfish in the non-tidal tributaries throughout the year.

Objective 4: Provide enforcement patrols targeting the illegal sale of finfish throughout the year.

Goal #2:

Increase focused conservation enforcement through a renewed emphasis on inland expertise to aid in the protection of Maryland's Wildlife.

Objective 1: Provide enforcement patrols targeting the illegal baiting and harvest of Black Bear leading up to and during the hunting season.

Objective 2: Provide increased enforcement efforts targeting the illegal baiting and harvest of Wild Turkey before and during the open season.

Objective 3: Provide increase enforcement efforts targeting the illegal harvest of whitetail deer before and during the open season.

Goal #3:

Increase our boating contacts to ensure safe outdoor recreational activities on Maryland's waterways.

Objective 1: Provide increased visibility and enforcement efforts during peak times of boating activity, targeting subjects operating vessels on waterways while under the influence of alcohol.

Objective 2: Provide visibility on the waterways of the state with increased boat patrols to deter illegal operation of vessels and ensure the safety of the citizens.

Objective 3: Continue community outreach efforts promoting safe boating practices.

Goal #4:

Increase our contacts with public lands visitors to ensure safe recreational activities on all DNR controlled lands.

Objective 1: Provide scheduling that allows for patrol visibility within designated DNR lands.

Objective 2: Coordinate with Park managers to prioritize enforcement efforts.

Objective 3: Routinely and continuously provide increased visibility in "hot spots" designated by the Park Service that are known areas for illegal Activity.

Action Steps & Tasks to achieve Goals & Objectives



FIELD OPERATIONS

Western Region, Area 8

Goal #1:

Increase our enforcement presence through a renewed emphasis on marine expertise to aid in the protection of Maryland's fisheries.

Objective 1: Dedicated Marine Boat Duty station by January 2020.

Objective 2: Provide a measurable increase in enforcement patrols targeting illegal harvest of finfish in non-tidal lakes throughout the year.

Objective 3: Provide a measurable increase in enforcement patrols targeting the illegal harvest of finfish in the non-tidal tributaries throughout the year.

Objective 4: Provide enforcement patrols targeting the illegal sale of finfish throughout the year.

Goal #2:

Increase focused conservation enforcement through a renewed emphasis on inland expertise to aid in the protection of Maryland's Wildlife.

Objective 1: Provide enforcement patrols targeting the illegal baiting and harvest of Black Bear leading up to and during the hunting season.

Objective 2: Provide increased enforcement efforts targeting the illegal baiting and harvest of Wild Turkey before and during the open season.

Objective 3: Provide increase enforcement efforts targeting the illegal harvest of whitetail deer before and during the open season.

Goal #3:

Increase our boating contacts to ensure safe outdoor recreational activities on Maryland's waterways.

Objective 1: Provide increased visibility and enforcement efforts during peak times of boating activity, targeting subjects operating vessels on waterways while under the influence of alcohol.

Objective 2: Provide visibility on the waterways of the state with increased boat patrols to deter illegal operation of vessels and ensure the safety of the citizens.

Objective 3: Continue community outreach efforts promoting safe boating practices.

Goal #4:

Increase our contacts with public lands visitors to ensure safe recreational activities on all DNR controlled lands.

Objective 1: Provide increased visibility and enforcement efforts targeting various issues encountered in the state parks.

Objective 2: Work with Park managers to prioritize enforcement efforts.

Objective 3: Routinely provide increased visibility in "hot spots" designated by the Park Service that are known areas for illegal activity.

Action Steps & Tasks to achieve Goals & Objectives

