



ST. MARY'S COUNTY SHERIFF'S OFFICE

STRATEGIC MANAGEMENT PLAN FY 2025 - FY 2029



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SHERIFF'S MESSAGE



STEVEN A. HALL
ST. MARY'S COUNTY SHERIFF

Brothers and Sisters,

Together, we encounter and overcome the many challenges presented in the ever-evolving vocation of public safety. We have done so with great pride and professionalism and are rooted in providing the very best in judicial, law enforcement and correctional services. Our dedication to safeguarding the lives and property of this community is not only what we do; it is who we are.

This Strategic Management Plan is a living document, designed to outline our future goals and guide our path to meeting them. Our plan is focused in four main areas.

The first is to build on our incredible history of providing quality service to this community for nearly four centuries. This has resulted in a high degree of public trust in our agency and is the true measure of our success.

The second is to continue expanding our reach in the community. Adding personnel in all divisions to optimize efficiency, maximize our potential and maintain our high standard of performance. Additionally, ensuring all Sheriff's Office improvement projects are funded and completed, thus providing the space needed for the growth of both staff and services.

The third focus of our plan is investment. Investment in the development of our staff, our equipment and our technological capabilities. This profession is in a constant state of change, and we must remain on the cutting edge of technology and professional development opportunities.

Finally, we want this plan to motivate each member to meet the obligation of our solemn oath by giving our best every shift and every call; doing so affirms that each member of this agency is critical in making this plan work. Therefore, the plan will pursue the best working environment, competitive employee pay, benefits and opportunities for those doing the incredible work of this agency now, and to attract others with the passion for public service to choose to do it here with us.

Yours,


Steven A. Hall
Sheriff
St. Mary's County

THE RESPONSIBILITIES OF THE SHERIFF AS A MARYLAND CONSTITUTION OFFICER INCLUDE THE FOLLOWING:

- Enforce all laws applicable to St. Mary's County and the State of Maryland
- Protection of persons from loss of life or injury
- Protection of property from loss or damage
- Management of the Detention and Rehabilitation Center
- Security of the Circuit Court Building
- Service of Writs of Execution, Attachments, Body Attachment and Subpoenas for Civil and Criminal Court appearances

EXECUTIVE SUMMARY

As part of the St. Mary's County Sheriff's Office's (SMCSO) combined planning process, this strategic management plan has been developed as a guiding and living document intended to demonstrate and affirm our unwavering commitment to exceptional service to our community. This 5-year strategic plan is designed to provide all SMCSO members, allied community partners and organizations, and citizens with our plan for a shared vision for our future.

As you work your way through the plan, you will come to recognize that our proud history and reliance on our core values are deeply woven into our path for the future. This plan endeavors to create a clear vision for the future by establishing goals within four broad categories:

Goal #1: Safeguard the Community: Community Safety, Traffic Enforcement, & Community Outreach Strategies

Goal #2: Hire the Best: Perpetual Recruitment and Retention Strategies

Goal #3: Remain on the Edge: Deploy the Latest in Technology, Training, and Equipment

Goal #4: Build for the Future: Capital Improvement Projects

Each goal is supported by multiple strategic objectives that will serve to support the accomplishment of the goal. Because the operational environment involving community safety is dynamic and ever-changing, the goals and objectives identified within this plan will be assessed annually for relevance and progress to ensure perpetual motion towards our commitment to excellence, professionalism, and an adherence to our core values.

Captain Shawn L. Moses
Commander – Administrative Division



IN A REPUBLIC THAT HONORS THE CORE OF DEMOCRACY—
THE GREATEST AMOUNT OF POWER IS GIVEN TO THOSE CALLED
GUARDIANS. ONLY THOSE WITH THE MOST IMPECCABLE
CHARACTER ARE CHOSEN TO BEAR THE RESPONSIBILITY OF
PROTECTING THE DEMOCRACY. - PLATO

THE HISTORY OF SMCSO

The Office of the Sheriff for St. Mary's County, Maryland was established to serve and protect the citizens of the Mother County of Maryland. We are the oldest Sheriff's Office in Maryland and one of the oldest in the nation.

There is some debate as to when the first sheriff in America took office. In 1634, Virginia's first eight counties were established, as was the case with St. Mary's County. It is likely that these counties appointed a sheriff at that time, but no records exist to document this.

The St. Mary's County Sheriff's Office can trace its history to Sheriff James Baldrige in 1637. Many accounts agree that this is the first documented evidence of a sheriff in the United States. We have continually served the citizens of St. Mary's County during the past four centuries.

At the time of our beginnings, the Office of the Sheriff for St. Mary's County was an appointive one. The Maryland Constitution of 1776 changed the Office of the Sheriff to an elective one. The sheriff was then authorized to appoint an under-sheriff, much like today's deputy.

The St. Mary's County Sheriff's Office uniform and marked police vehicles were developed in 1966. At that time, the Sheriff's Office progressed from a part-time, on-call service to a full-time, full-service law enforcement agency. The uniform shoulder patch worn by Sheriff's Office personnel emphasizes the St. Mary's County seal. St. Mary's is the sole county in Maryland to have a complete Achievement of Arms as its seal. Maryland is the only state in the nation to have a true heraldic representation as its flag.

St. Mary's County Sheriff's Office is the primary law enforcement agency in St. Mary's County, MD, responsible for responding to all emergency and non-emergency calls for service on a 24-hour basis.

A Tradition of Service Since 1637

OUR MISSION, OUR VALUES



CORE VALUES

The core values of the St. Mary's County Sheriff's Office are intended to guide and inspire us in all we say and do. Ensuring that our values become part of our day-to-day work life is our mandate, and they help to ensure that our personal and professional behavior can be a model for all to follow:

- **Service to our Communities** – We are dedicated to enhancing public safety and reducing the fear and the incidence of crime. We will work in partnership with our communities and do our best, within the law, to solve community problems that affect public safety. We value the great diversity of people in both our residential and business communities and serve all with equal dedication.
- **Reverence for the Law** – We have been given the honor and privilege of enforcing the law. We must always exercise integrity in the use of the power and authority that have been given to us by the people. Our personal and professional behavior should be a model for all to follow. We are committed to conducting ourselves in a manner that brings honor to ourselves, the Sheriff's Office and our profession.
- **Commitment to Leadership** – We believe that every member of the St. Mary's County Sheriff's Office is a leader. It is essential that our values become part of our day-to-day work life.
- **Integrity in All We Say and Do** – We are committed to nurturing the public trust by holding ourselves accountable to the highest standards of professional conduct and ethics.
- **Respect for People** – We are committed to respecting individual rights, human dignity, and the value of all members of the community and the agency. We show concern and empathy for the victims of crime and treat violators of the law with fairness and dignity. By demonstrating respect for others, we will earn respect for the St. Mary's County Sheriff's Office and our profession.
- **Quality through Continuous Improvement** – We are committed to achieving a level of performance that exceeds all expectations. We value innovation, support creativity, and dedicate ourselves to proactively seeking new and better ways to combat crime.

MISSION STATEMENT

It is the mission of the St. Mary's County Sheriff's Office to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence.

ORGANIZATION HIGHLIGHTS

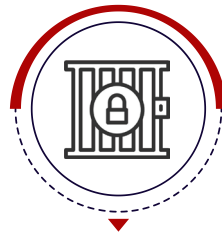


St. Mary's County Sheriff's Office

382 AUTHORIZED POSITIONS



113
PROFESSIONAL STAFF
MEMBERS



101
CORRECTIONAL OFFICERS



168
DEPUTIES

CALLS FOR SERVICE (CFS)

Computer Aided Dispatch Calls For Service (CFS)



70,586* Calls for service in CY 2022



78,124* Calls for service in CY 2023



**10.67% INCREASE
IN CALLS**



74,911* Calls for service in CY 2024



**4.11% DECREASE
IN CALLS**

*Calls for service include requests for police assistance originating from the public and self-initiated calls made by deputies. This number does not include Fire, EMS, Animal Control, MD State Police, or any other County Service.

COMMAND STAFF

Sheriff
Steven A. Hall



Assistant Sheriff
Major Clayton O. Safford



Administrative
Division Commander
Captain Shawn L. Moses



Special Operations
Division Commander
Captain Richard W. Russell



Patrol Division
Community Services Commander
Captain Stephen E. Simonds



Patrol Division
Operations Commander
Captain Sarah J. Smith



**Criminal Investigation /
Narcotics**
Division Commander
Captain Edward A. Willenborg



Corrections
Division Commander
Warden Mary Ann Thompson



**Office of Professional
Responsibilities**
Lt. Joshua M. Krum



Public Information Officer
ALisa C. Casas

PATROL COMMUNITY SERVICES



**Patrol
District 1 & 2 Commander**
Lt. Edward B. Evans



**Patrol
District 3 Commander**
Lt. Thomas A. Hedderich



**Patrol
District 4 Commander**
Lt. Cory M. Ellis

Patrol Community Services is a vital part of the Patrol Division, dedicated to fostering strong partnerships between law enforcement and the community. This section focuses on proactive policing and engagement strategies tailored to address the unique needs of each district. Led by District Commanders, the section ensures that public safety efforts are both responsive and community driven.

Key objectives include building trust, enhancing communication, and collaboratively addressing public safety concerns. Community Oriented Policing (COPS) deputies play a central role by maintaining a visible presence, attending neighborhood meetings, and organizing outreach events to strengthen relationships with residents and business owners.

To support data-driven decision making, this section employs a dedicated crime analyst who monitors and analyzes crime trends. This enables law enforcement to deploy resources strategically and implement targeted enforcement actions for maximum impact.

Through its collaborative approach, Patrol Community Services ensures that the agency remains adaptive, responsive, and committed to creating safer, more connected neighborhoods.



PATROL OPERATIONS



Patrol
Lt. Michael A. Boyer



Patrol
Lt. Brian J. Connelly



Patrol
Lt. Scott D. Ruest

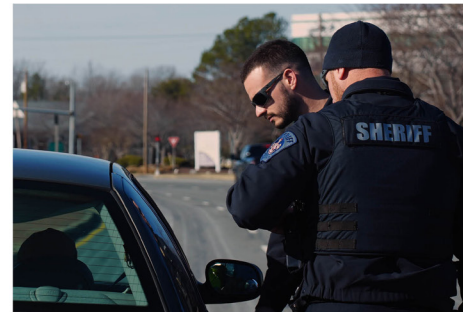
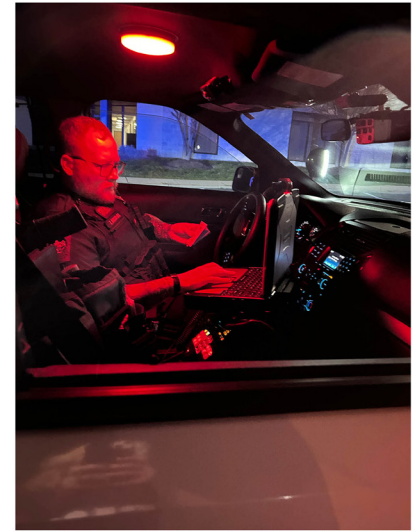


Patrol
Lt. Sheena R. Tirpak

Patrol Operations, within the Patrol Division, is comprised of four squads of deputies providing around-the-clock service to St. Mary's County residents. Each squad is staffed by a Lieutenant, two Sergeants, and a complement of deputies.

Patrol Operations plays a vital role in supporting and maintaining the safety and well-being of the residents, businesses, and visitors of St. Mary's County. By providing a combination of visible presence, quick response, and community engagement, the Patrol Operations Section plays a critical role in creating a safe and supportive environment for citizens. Patrol Operations' primary responsibilities include:

- 1. Crime Prevention:** Patrol Deputies provide a visible presence in communities and retail areas, deterring criminal activity by ensuring law enforcement is actively monitoring the area. While on patrol, Deputies observe and identify suspicious behavior, which can lead to the discovery of criminal activity or prevent crimes before they happen.
- 2. Emergency Response:** Patrol Deputies are the first to respond to emergencies, including motor vehicle collisions, medical and mental health emergencies, and crimes in progress.
- 3. Building Community Trust:** Deputies in Patrol Operations interact directly with community members, building relationships that foster trust and cooperation between the community and law enforcement.
- 4. Traffic Enforcement:** Patrol Deputies ensure safe roadways by monitoring traffic laws, investigating accidents, and responding to reports of reckless or impaired driving.
- 5. Public Assistance:** Beyond crime-related responsibilities, Patrol Operations Deputies help with various community services, such as assisting with lost/missing persons, providing directions, and assisting disabled motorists.



SPECIAL OPERATIONS DIVISION



Special Operations
Lt. Eva F. Jones

The Special Operations Division (SOD) of the St. Mary's County Sheriff's Office is tasked with critical, constitutionally-mandated responsibilities while delivering community-focused law enforcement services. It oversees multiple units and programs, ensuring the Sheriff's Office fulfills its legal obligations and serves the community effectively.

The division encompasses diverse responsibilities, including Judicial Services, which provides security at the Circuit Courthouse, supports child support enforcement in collaboration with Maryland's Department of Human Services, and manages civil process services, evictions, and related court actions.

A core function of SOD is to manage state-mandated training and firearm qualifications for agency personnel, ensuring compliance with standards set by the Maryland Police and Correctional Training Commission (MPCTC). SOD also supervises specialized training through the Southern Maryland Criminal Justice Academy (SMCJA), a regional collaboration that provides entrance-level and annual in-service training for law enforcement and correctional officers.

Additionally, SOD administers traffic safety initiatives, leveraging tools such as variable signboards, speed trailers, and DUI saturation patrols to promote safer roadways. It also leads public safety education through programs like D.A.R.E. and Camp D.A.R.E., and fosters youth engagement via the School Resource Officer (SRO) program.

SOD further enhances community security with oversight of the Emergency Services Team and Alcohol/Tobacco Enforcement Unit.

Equipped with resources like motorcycles, all-terrain vehicles, and a cadre of highly trained personnel, SOD embodies the Sheriff's Office's commitment to upholding public safety, ensuring accountability, and fostering trust in St. Mary's County.



2024-2025 School Resource Officers

CRIMINAL INVESTIGATIONS DIVISION



Criminal Investigations
Lt. Brian P. Fennessey

The Criminal Investigations Division (CID) is located at the Sheriff's Office's District 3 Station and is responsible for the investigation of major crimes such as homicides, robberies, sexual assaults, child and adult abuse/neglect, illegal drug distribution, internet and other computer-related crimes. To accomplish the goals and mission of the division, CID is comprised of personnel assigned to multiple units, consisting of the Criminal Investigations Unit, Vice/Narcotics Unit, Sex Offender Compliance Unit, Special Victims Unit, Crimes Against Property/Persons Unit, Domestic Violence Unit, Victim/Witness Coordinator, Crime Lab, and Southern Maryland Information Center (SMIC). Civilian personnel support each unit and are an integral part of the division.

Detectives assigned to the division are responsible for obtaining information, developing and interviewing suspects and witnesses, conducting follow-up on all investigative leads, as well as identifying physical evidence which will aid in the arrest of the person or persons responsible for committing crimes. Detectives prepare a completed case file for review by the State's Attorney's Office to ensure sufficient evidence exists, which will result in a successful prosecution of persons responsible for crimes within the county.



CORRECTIONS



Deputy Warden
Michael A. Pilkerton



Administrative Captain
Bonnie J. Payne



Operations Lieutenant
Justin M. Anderson



Operations Lieutenant
Patrick A. Britt



Operations Lieutenant
William M. Dunkin



Administrative Lieutenant
Sherry D. Harrison

The Corrections Division has a dual mission: to operate the recently expanded and renovated local correctional facility, the St. Mary's County Detention and Rehabilitation Center (Incarceration), and to manage the Community Corrections Center (Alternatives to Incarceration). The dedicated professionals in the Corrections Division work alongside community partners to serve St. Mary's County in various capacities. Our correctional facility resembles a mini city, providing care, custody, and control, along with services such as food, medical and behavioral health care, mental health services, education, rehabilitative programs, offender re-entry support, and medication-assisted treatment on a 24-hour basis.

Through incarceration, the mission of the Corrections Division aims to reduce crime in St. Mary's County, Maryland by safely and securely confining individuals who are deemed a threat to the community by competent authorities. Individuals may be confined pending trial or sentencing, convicted and serving their sentences in the county, or awaiting transfer to the Maryland Division of Corrections - State Prison System.

The Corrections Division of the St. Mary's County Sheriff's Office is committed to:

- Operating the facility in accordance with applicable County, State, and Federal laws.
- Maintaining and, when possible, improving the physical, emotional, and psychological well-being of incarcerated individuals and community offenders.
- Providing various rehabilitative programs to aid incarcerated individuals and community offenders in the resocialization process and successful re-entry into society.
- Protecting the legal and human rights of all persons committed to, working in, or visiting the facility.
- Ensuring fair, firm, and consistent treatment is afforded to persons legally confined.

During the pandemic, the Corrections Division procured and began operating a Community Corrections Center, significantly expanding opportunities for Alternatives to Incarceration through Pre-Trial Supervision, Day Reporting, and In-Patient Treatment Programs. A dedicated team of corrections professionals manages these robust community corrections programs and ensures public safety through electronic monitoring, drug testing, and intensive case management. During this time, the mission statement of the Corrections Division evolved into a health-equity mission, which includes the following objectives:

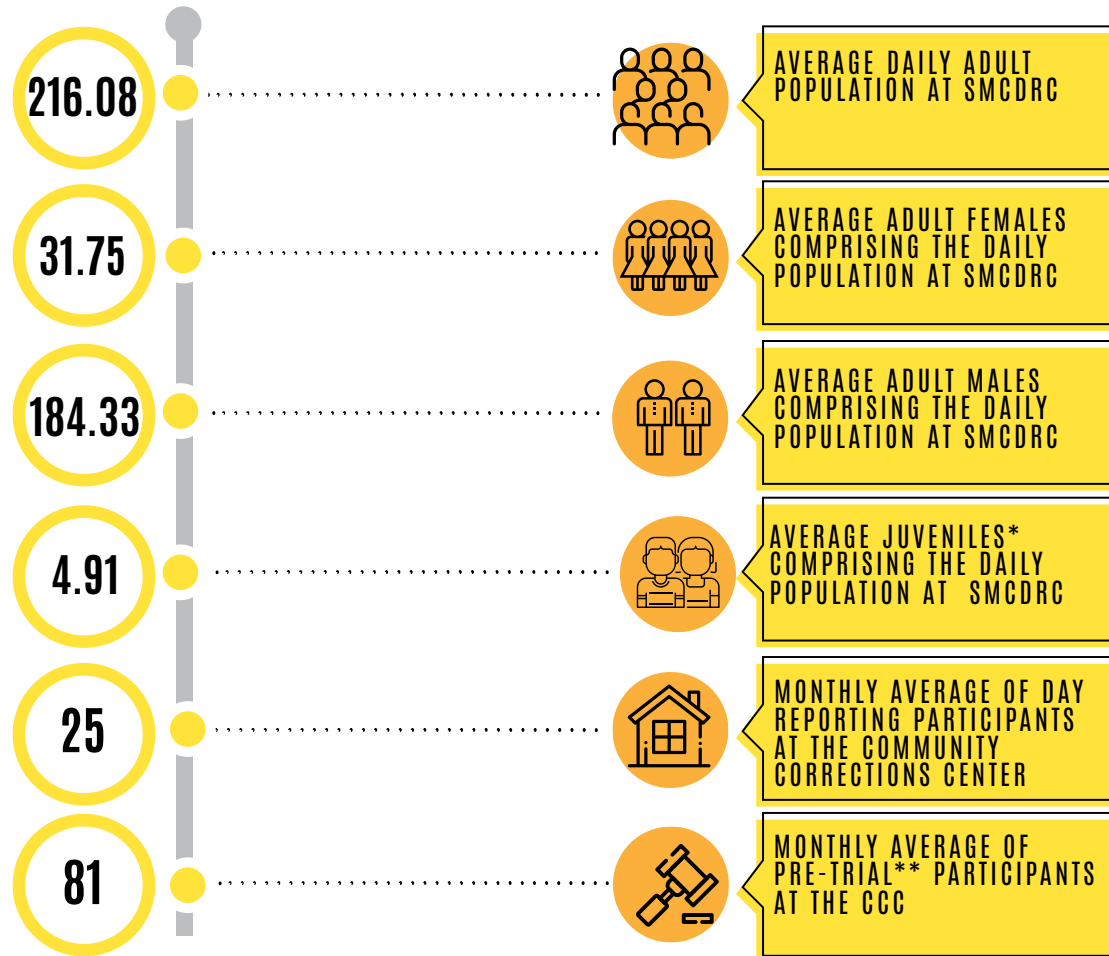
- Expanding access to behavioral health evaluations and treatment, including mental health and substance use disorders.
- Collaborating with community partners to address gaps in healthcare, education, and other essential life needs to support meaningful rehabilitation and mitigate factors contributing to crime.
- Continuing medical and behavioral health services for the detention center and pre-trial release populations to ensure continuity of care from incarceration to community.

The dedicated men and women of the Corrections Division make a positive, life-changing impact on the lives of incarcerated individuals and community offenders, in an effort to reduce offender re-entry and assist them in becoming productive members of our community.



CORRECTIONS STATISTICS

2024 ST. MARY'S COUNTY DETENTION AND REHABILITATION CENTER (SMCDRC) AND COMMUNITY CORRECTIONS CENTER (CCC) STATISTICS



* Juvenile population is segregated from adult population and represents juveniles being charged as adults. **Pre-Trial Supervision is a State-mandated program wherein an individual who is awaiting trial is monitored (electronic bracelet or in-person reporting) while in the community in lieu of being held at the SMCDRC. A Judge decides if the individual is eligible for Pre-Trial Supervision and what level of restrictions are placed on the individual while being monitored. If at any time the individual violates the conditions of his/her Pre-Trial release, they are immediately taken into custody and remanded back to the SMCDRC.

ADMINISTRATIVE DIVISION



Property Unit
Sgt. Melissa L. Green



Personnel Section
June L. Smith



Records Section
Debbie M. Zylak

The Administrative Division is responsible for providing critical support services to every division within the Sheriff's Office. More specifically, the Administrative Division is tasked with supervising the following units and sections:

- 1. Fiscal Section** – Responsible for developing and administering the Sheriff's Office's annual budget and all fiscal activities related to the operation and management of the Office.
- 2. Personnel Section** – Responsible for the recruitment and hiring of qualified professional staff, Correctional Officers, and Deputies, as well as the coordination of the promotional process and administration of employee benefits and incentives.
- 3. Records Section** – Responsible for oversight of the Sheriff's Office's records management system, to include the classification and recordation of reports, warrants, and orders of protection.
- 4. Fleet and Police Services** – Responsible for ensuring the operational readiness of the Sheriff's Office's fleet and personnel through the issuance of functional vehicles, equipment, and supplies.
- 5. Accreditation** – Responsible for ensuring compliance and certification through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- 6. Property Unit** – Responsible for receiving, cataloging, storing, and disposing of evidence and general property.
- 7. Systems Administrator** – Responsible for the administration and configuration of various informational systems and databases utilized by the Sheriff's Office.



OFFICE OF PROFESSIONAL RESPONSIBILITIES

The St. Mary's County Sheriff's Offices' Office of Professional Responsibilities (OPR) strives to promote unwavering accountability, uphold the highest standards of integrity, and advance professionalism across the agency while fostering transparency to sustain and strengthen public trust.

Through these efforts, the Office of Professional Responsibilities supports the St. Mary's County Sheriff's Office in promoting the ethical conduct of its employees, reinforcing public trust, and upholding its mission to serve and protect with honor, integrity, and professionalism.

OPR is dedicated to:

- **Accepting and Addressing Complaints:** Providing an accessible and fair process for receiving and documenting complaints from citizens and employees regarding potential misconduct or policy violations.
- **Conducting Thorough Investigations:** Investigating complaints with impartiality, diligence, and adherence to the highest standards of professional conduct, ensuring all findings are supported by evidence and consistent with applicable laws and policies.
- **Liaison with the Administrative Charging Committee (ACC):** Collaborating with the St. Mary's County Administrative Charging Committee to facilitate the review and resolution of complaints, ensuring accountability and compliance with state and local standards.
- **Liaison with the Police Accountability Board (PAB):** Partnering with the Police Accountability Board to review outcomes of the Administrative Charging Committee's cases to identify policy trends, recommend policy/procedure revisions, and foster improvements in agency practices and accountability.
- **Policy Review and Development:** Supporting the evaluation and refinement of agency policies to ensure they remain current, effective, and compliant with legal standards and practices.
- **Processing Maryland Public Information Act (MPIA) Requests:** Accepting and managing MPIA requests in compliance with Maryland law to promote transparency and facilitate public access to information.
- **Conducting Audits and Inspections:** Utilizing the Compliance Coordinator to perform regular audits and inspections of Office operations, ensuring performance excellence and adherence to established office standards.
- **Reviewing Critical Incidents:** Conducting comprehensive reviews of Use of Force incidents, firearms discharges, and vehicle pursuits to ensure accountability and adherence to policy.
- **Monitoring the Early Warning System (EWS):** Identifying and addressing potential emerging patterns in employee behavior or performance, facilitate proactive interventions, and promote continuous professional development and improvement.



PUBLIC INFORMATION OFFICE

The Public Information Officer (PIO) serves as a key advisor to the Sheriff, providing expert guidance on media relations and communication strategy for the St. Mary's County Sheriff's Office. Acting as the primary spokesperson, the PIO is responsible for developing and directing communication strategies that address public policy issues, enhance public safety awareness, and manage crisis communications effectively.

In this role, the PIO responds to media inquiries on behalf of the Sheriff and the agency, ensuring that all responses align with the Sheriff's Office mission of serving the citizens of St. Mary's County. Through thoughtful and strategic messaging, the PIO plays a vital role in maintaining transparency, fostering public trust, and promoting the agency's initiatives and priorities.

Beyond responding to media requests, the PIO proactively tells the story of the professional work of the men and women of the St. Mary's County Sheriff's Office. This is achieved through a variety of communication products, including the agency's weekly video report, strategic social media campaigns, and news releases highlighting law enforcement efforts, community partnerships, and crime prevention initiatives.

Additionally, the PIO organizes and coordinates key public engagement opportunities, such as the Town Hall on Gun Violence in St. Mary's County. These events serve as essential platforms for keeping the public informed about ongoing efforts to enhance community safety, enforce the law, and build relationships between law enforcement and residents.

By leveraging multiple communication channels and fostering meaningful engagement, the PIO ensures that the public remains well-informed about the Sheriff's Office's dedication to protecting and serving St. Mary's County.

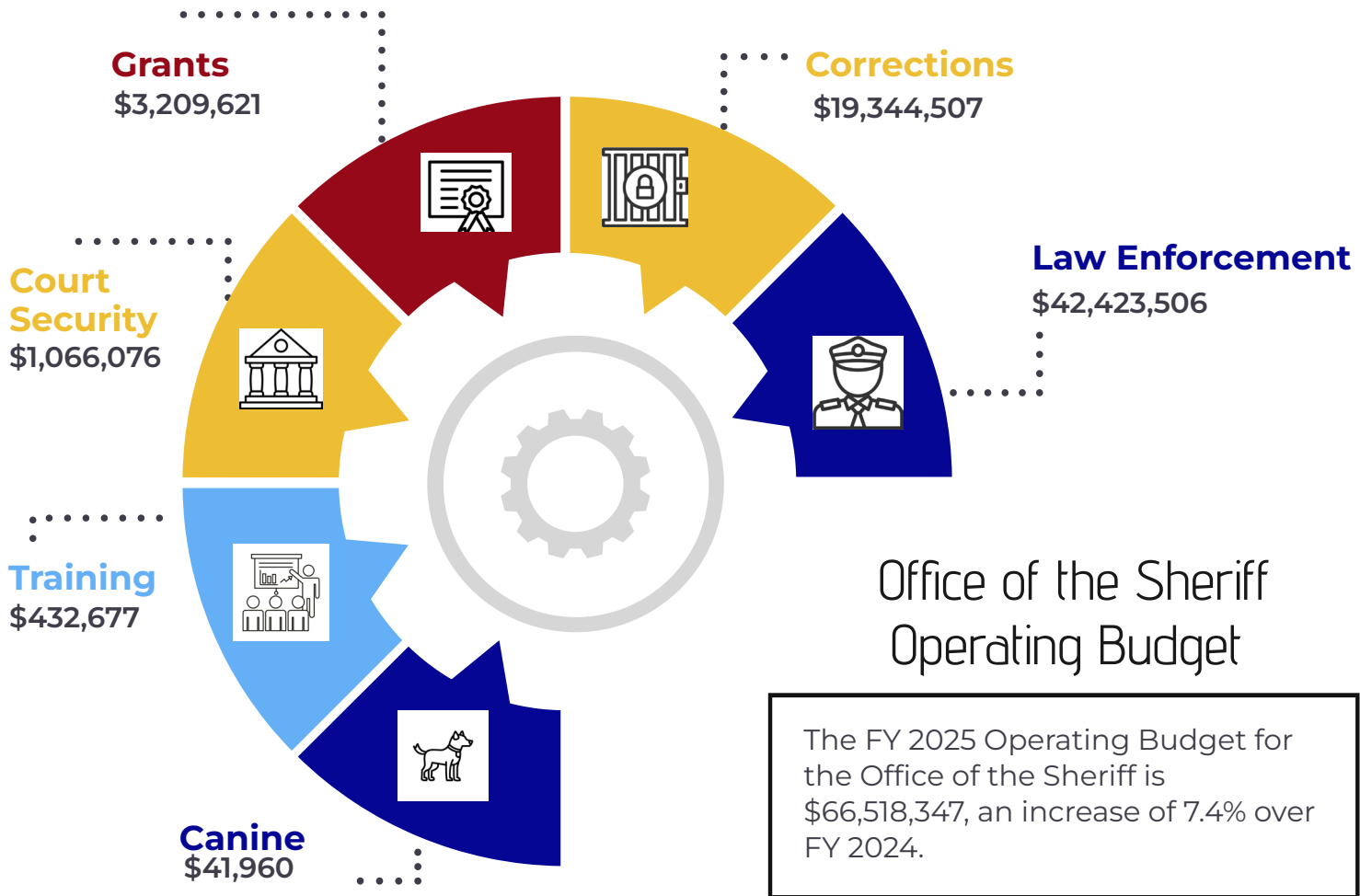


FY 2025 APPROVED OPERATING BUDGET

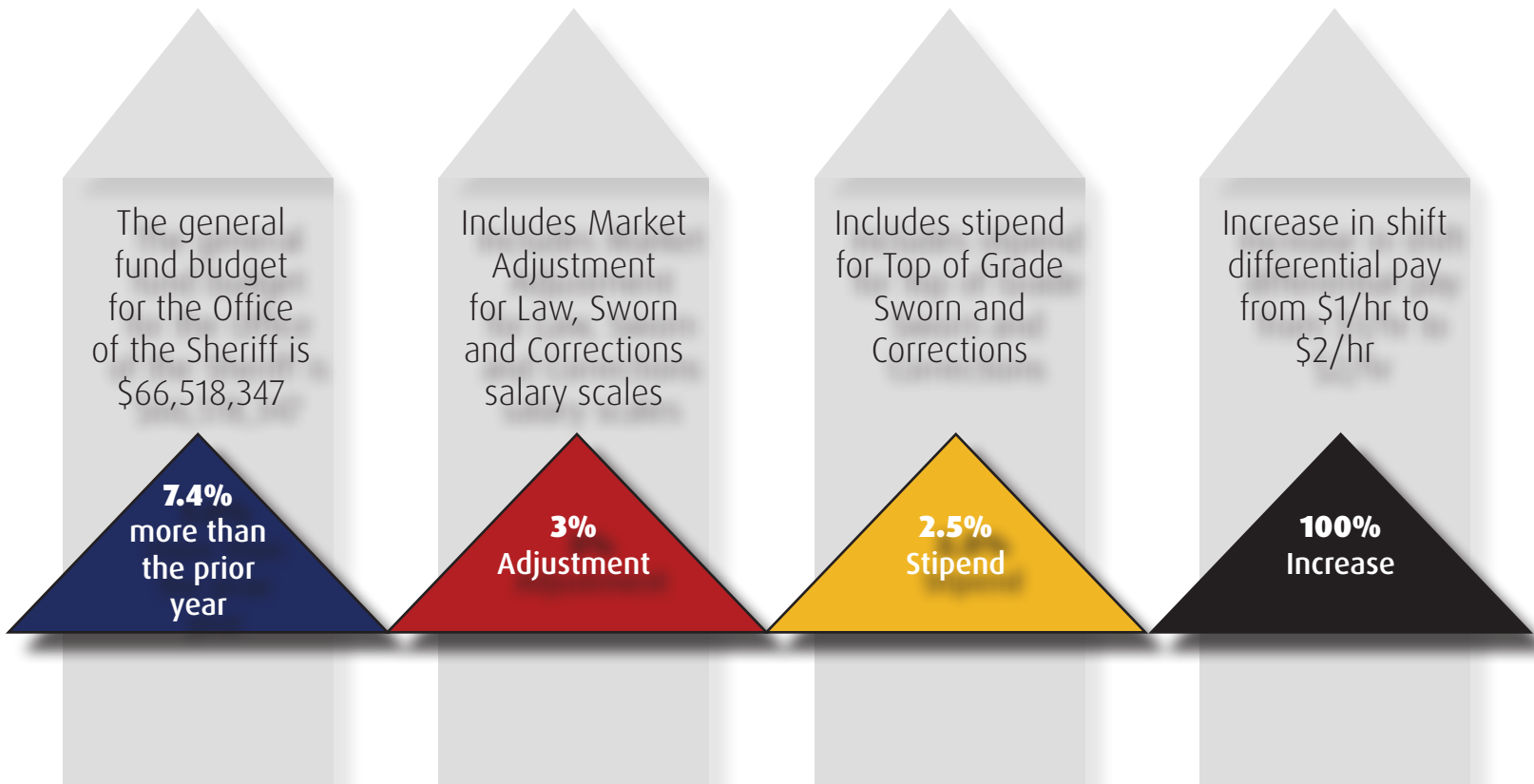


Chief Financial & Administrative Officer
M. Carlotta "Lotti" Bell

For FY2025, the General Operating Fund Budget for St. Mary's County Government is \$330,126,041. Of this amount, \$66,518,347 is designated for the Sheriff's Office, accounting for 20.1% of the total operating budget. Within the Sheriff's Office, the Commander of the Administrative Division and the Chief Financial and Administrative Officer are responsible for developing and administering the Sheriff's Office's budget at the direction of the Sheriff for St. Mary's County, MD. For budgetary and accounting purposes, the Sheriff's Office operating budget is comprised of six divisions.




FY 2025 BUDGET HIGHLIGHTS



- Convert Court Security Officer payscale to SMCSO Deputy payscale, resulting in a pay increase to assist with retention and recruiting for this difficult-to-fill position.
- Increase pay rate for Station Clerks to assist with filling vacancies and retaining personnel in this difficult-to-fill position.
- Implemented career ladder for Records personnel to create a pathway for promotion.
- Replaced 6 SMCSO fleet vehicles and purchased 1 ADA Compliant transport van for the SMCDRC.

2023 COMMUNITY SURVEY

2023 COMMUNITY SURVEY



1 **QUALITY OF LIFE**

The five top issues negatively impacting the quality of life in St. Mary's County are traffic issues such as speeding / reckless driving, illegal drug use and sales, burglaries and thefts from homes, vehicles & businesses, and gun violence.



2 **SCHOOL RESOURCE OFFICERS**

Our community supports the Sheriff's Office School Resource Officer Program, supports D.A.R.E. curriculum being taught, and supports more school resource officers at the elementary school level.



3 **EFFECTIVELY ENFORCE LAWS**

Our community believes SMCSO needs the following to work more effectively in enforcing laws: Additional manpower, stronger judicial system backing, increased local funding and greater community support.



4 **TRAFFIC ENFORCEMENT**

Our community believes the Sheriff's Office can improve the enforcement of traffic laws on main roads, residential neighborhoods and schools. The implementation of an automated speed camera enforcement program is supported.



5 **NEWS RELEASE**

Our community believes the Sheriff's Office shares information with the public in a timely and accurate fashion.



6 **OFFICER INTERACTION**

Our community believes the Sheriff's Office treats citizens equitably and fairly, and those who have interacted with a deputy state their experience was positive.

[View 2023 Community Survey](#)

GOALS & OBJECTIVES

Goal #1: Safeguard the Community: Community Safety, Traffic Enforcement, & Community Outreach Strategies

OBJECTIVE – The Sheriff’s Office recognizes that community safety and community engagement are not mutually exclusive objectives. Rather, they are profoundly entwined, fluid, and complex. Nonetheless, their success relies heavily on building and maintaining positive and active strategic partnerships between residents, business owners, government entities, and community organizations. Grounded by the fundamental principles of community policing, the Sheriff’s Office embraces its role as a community builder that is committed to a belief that communities are made safer through proactive, intelligence-based, and purpose-driven enforcement strategies.

Strategic Objective #1-1 – Improve Highway and Roadway Safety

- Fully implement an Automated Speed Camera Program in School Zones. (SOD)
- Coordinate traffic safety initiatives focused on using education and enforcement strategies. (SOD)
- Leverage informational and data analysis systems for highly effective directed enforcement initiatives. (SOD)

Strategic Objective #1-2 – Enhance School Safety

- Expand the School Resource Officer (SRO) program to include elementary schools. (SOD)
- Utilize school-based programs for intervention and mentoring opportunities. (SOD)

Strategic Objective #1-3 – Community Safety

- Seek national accreditation for the Crime Lab. (CID)
- Identify and assign personnel as a Special Events Coordinator. (SOD/PATROL)
- Pursue American Correctional Association (ACA) Certification. (CORRECTIONS)
- Enhance SMCDRC medical contract to include increased licensure for 24/7 nursing and a Licensed Clinical Social Worker while expanding coverage to evenings and weekends. (CORRECTIONS)
- Establish therapeutic communities for both male and female incarcerated individuals. (CORRECTIONS)
- Maintain and develop strategic partnerships to address incidences of violent crime and quality of life issues. (Patrol; CID)
- Review the current organizational structure of CID and consider allocation of personnel assignments to improve effectiveness. (CID)
- Implement an Alcohol/Drug Treatment Program within the SMCDRC (CORRECTIONS)

Strategic Objective #1-4 – Community Outreach

- Develop and maintain robust community engagement initiatives to promote a high-functioning relationship between the SMCSO and the community. (Patrol; SOD)
- Assess opportunities for the reorganization or reallocation of personnel within the various patrol squads and units. (Patrol)
- Continue the expansion of the district-based policing model, to include the addition of a fourth District Lieutenant (District 2). (Patrol)



GOALS & OBJECTIVES

Goal #2: Hire the Best: Perpetual Recruitment and Retention Strategies

OBJECTIVE – The Sheriff’s Office maintains its belief that our Professional Staff, Correctional Officers, and Deputy Sheriffs are our most valuable assets. Recruitment and retention strategies focus heavily on keeping true to promises of developing and investing in our staff to ensure their service to the community is both gratifying and fulfilling.

Strategic Objective #2-1 – Close the Vacancy Gap

- Assess need for Deputy Human Resources Manager or Administrative Coordinator position. (Admin)
- Implementation of a professional development plan, or career path plan, for Deputies. (Admin)
- Leverage SMCPs’ Criminal Justice Program as an opportunity to recruit Corrections Officers (Admin/SOD)
- Expand recruitment efforts to support the Cadet and Internship programs. (Admin)
- Assess and expand advertising efforts to increase brand awareness of the Sheriff’s Office. (Admin)
- Continue with perpetual recruitment model. (Admin)

Strategic Objective #2-2 – Represent the Communities We Serve

- Assess effectiveness of digital recruitment efforts focusing on minority recruiting (Historically Black Colleges and Universities) for both Corrections and Deputies. (Admin)
- Expand regional recruitment efforts to identify communities for recruitment potential. (Admin)

Strategic Objective #2-3 – Promote Employee Health and Wellness

- Assess the effectiveness and continuation of the employee wellness clinic to promote employee mental and physical health. (Admin)
- Build upon the successes of the Critical Incident Stress Management and Peer Support programs. (Admin)
- Support the St. Mary’s County Government endeavor for an Employee Childcare Center (Admin)

SWORN / CORRECTIONS DEMOGRAPHICS

	ST. MARY’S COUNTY ¹	SMCSO DEPUTIES	SMCSO CORRECTIONS
POPULATION	114,877	153	85
MALE	50.4%	84.28%	73.26%
FEMALE	49.6%	15.72%	25.58%
WHITE	77.0%	88.05%	69.6%
BLACK	15.6%	7.55%	23.26%
HISPANIC	6.0%	3.14%	6.98%
ASIAN	3.0%	1.26%	1.16%

(1) <https://www.census.gov/quickfacts/fact/table/stmaryscountymaryland.US#>

4-YEAR APPLICATION & HIRE HISTORY

CORRECTIONS	CORRECTIONS	CORRECTIONS	CORRECTIONS	CORRECTIONS 4-YEAR AVERAGES
2021	2022	2023	2024	4-YR AVG
CORRECTIONS 102 APPLICATIONS 14 HIRES	CORRECTIONS 70 APPLICATIONS 14 HIRES	CORRECTIONS 98 APPLICATIONS 14 HIRES	CORRECTIONS 163 APPLICATIONS 13 HIRES	CORRECTIONS 4-YEAR AVERAGES 108 APPLICATIONS 14 HIRES
DEPUTY SHERIFF 77 APPLICATIONS 17 HIRES	DEPUTY SHERIFF 84 APPLICATIONS 17 HIRES	DEPUTY SHERIFF 111 APPLICATIONS 11 HIRES	DEPUTY SHERIFF 126 APPLICATIONS 19 HIRES	DEPUTY SHERIFF 4-YEAR AVERAGES 100 APPLICATIONS 16 HIRES

GOALS & OBJECTIVES

Goal #3: Remain on the Edge: Deploy the Latest in Technology, Training, and Equipment

OBJECTIVE – Providing our staff with the highest quality equipment and training represents our commitment to a continual investment in our staff to ensure they are mission-ready.

Strategic Objective #3-1 – Provide Access to Quality Training

- Increase SMCSO training cadre to facilitate additional in-house training. (SOD)
- Allocate a dedicated Sergeant to coordinate and administer SMCSO training/education modules. (SOD)

Strategic Objective #3-2 – Leverage Advancements in Technology and Equipment

- Improve the Capabilities of the Crime Lab in the area of Digital Forensics. Specifically, obtain updated forensic computer equipment. Review current software to ensure we are keeping pace with the newest technologies available in the field. (CID)
- Technology Upgrades – The current Mobile Data Computers used by the agency are reaching or have reached the end of their useful life. Work closely with the Department of Information and Technology on a fiscally responsible replacement schedule to ensure a smooth transition. This includes the identification of an acceptable replacement computer model and compatible vehicle docking solution. (CID)
- Implement body-worn camera (BWC) program for Transport Officers. (CORRECTIONS)
- Fully implement all components of the Axon Officer Safety Program contract (2023). (Admin, SOD, Patrol, CID)

Strategic Objective #3-3 – Full Implementation of the Records Management System (RMS) and Procure Information Systems and Databases to Improve Efficiency and Accountability

- Incorporate the new Tyler RMS into the daily operations of SMCSO. (Admin)
- Integrate the Tyler RMS field reporting and financial tracking modules into the Vice/Narcotics Unit operations. (CID)
- Research current lab-centric management tools to maximize resources. Specifically, review available software tools designed to assist with the management and tracking of evidence as it is examined, processed, tested and eventually turned over for long-term storage. (CID)
- Replace current jail management system (JMS) with Tyler Enterprise's JMS. (CORRECTIONS)



GOALS & OBJECTIVES

Goal #4: Build for the Future: Capital Improvement Projects (CIP)

OBJECTIVE – To maintain operational readiness and accessibility for our community partners, the Sheriff’s Office continually assesses its structural footprint. By being cognizant of our desire to meet citizens where they live, the Sheriff’s Office has consciously located its community-based infrastructure within each of the four (4) patrol districts, while also planning for the future development of operational, support, and training facilities that are necessary to manage the growth and development of our professional workforce.

The Sheriff’s Office moved into its current headquarters building in 2002, sharing the space with Land Use & Growth Management, Parks & Recreation and the County Treasurer. The 19,700 square foot facility has since outgrown capacity use as well as the other county departments finding a need for additional space. Space has truly become the “last frontier” for both the Sheriff’s Office and County Government.

In 2016, the Sheriff’s Office adopted the methodology for district-based policing by incrementally migrating into physical spaces that were more centrally located to the communities we serve.

In 2017, property was secured for a Community Police Station in Lexington Park with a 5,650 square foot building completed in 2020 at a cost of \$4.3 million. Since completion, the facility has since been converted to the District 4 Station to further complement the Patrol Division.

In 2018, the former Charlotte Hall Visitors Center was secured as an outpost serving the Patrol Division in the northern end of the County. In 2023, it was finally renovated and converted into our District 1 Station at a cost of \$700,000, providing 3,275 square feet of space.

In 2019, the District 3 Station in California was procured with renovations completed in 2021, providing 6,580 square feet of space at a cost of \$2.6 million. This space was required to provide additional space in our current headquarters facility located in Leonardtown (District 2). The District 3 station is currently occupied by the Criminal Investigations Division, including the Crime Lab. As a temporary multi-purpose building, it also serves as a District Station for the Patrol Division and will complement patrol exclusively upon completion of the new Headquarters and Support Services Facility which are projected to be completed in the coming years.

In 2019, a space needs assessment was completed to determine the law enforcement needs for our community as it relates to existing and future infrastructure. Based upon this assessment, both the Sheriff and the Board of County Commissioners have agreed upon the building of a new Leonardtown Headquarters facility which will also serve as a District 2 Station. At a projected cost of \$ 37+ million, and with 74,000± square feet, the buildings will also serve as home to the Administrative Division, Patrol Division, Criminal Investigations Division, and Special Operations Division, to include the Crime Lab, Property Unit, and Fleet and Police Services.

GOALS & OBJECTIVES

Strategic Objective #4-1 – Forward Progress for All Projects

- Take necessary actions to facilitate all phases of the SMCSO Support Services building project (22,000± sq ft); scheduled for construction late Fall 2025 and completed during CY2026. (Admin)
- Take necessary actions to facilitate all phases of the SMCSO Headquarters/District 2 building (52,000± sq ft); anticipated completion date in CY2027. (Admin)



Strategic Objective #4-2 – Identify Projects to Meet Needs

- Review and recommend necessary additional physical security measures at the District 3 Station. This includes consideration of funding opportunities to install bollards and ballistic glass to protect the exterior of the building and personnel inside. (CID)
- Range (SOD) In 2024 the Commissioners for St. Mary's County approved for the Sheriff's Office to engage in a space needs assessment and feasibility study for a firearms range to meet mandated training requirements of both law enforcement and correctional services. This project, if approved, will be placed into the County Government CIP program with a set timeline contingent upon funding. (Admin)