Metropolitan Police Department
MPD *(FA)*

MISSION
It is the mission of the Metropolitan Police Department to safeguard the District of Columbia and protect its residents and visitors by providing the highest quality police service with integrity, compassion, and a commitment to innovation that integrates people, technology and progressive business systems.

SUMMARY OF SERVICES
The Metropolitan Police Department provides crime prevention and response through patrol, investigations and homeland security services. It delivers community policing through 46 police service areas in seven police districts; oversees District of Columbia Public Schools security; investigates and provides forensic support for violent, property and narcotic crimes; coordinates domestic security, intelligence operations, traffic safety and special events, and conducts research, crime analysis, training and other administrative support for its 4,625 police officers and civilian personnel.

AGENCY OBJECTIVES
1. Safeguard the District of Columbia and protect its residents and visitors.
2. Provide the highest quality of police service with integrity, compassion, and a commitment to innovation.
3. Improve police service to the public through the integration of the Department's people, technology and business systems.

3 KEY ACCOMPLISHMENTS
- ✓ In December 2007, MPD closed out the calendar year with a 70.2 percent homicide closure rate, the highest rate in a decade and significantly higher than the 2007 average for comparably sized cities, which was 54.6 percent.
- ✓ Innovative MPD programs, including the Summer of Safety, All Hands on Deck, Operation Full Stride and Neighborhood Safety Zones, contributed to the safest summer (June –August 2008) in D.C. in at least the past five years, with fewer violent crimes-and fewer violent gun crimes-than any summer since 2003.
- ✓ MPD worked aggressively to improve the efficiency of the process that requires officers to spend time preparing paperwork for court as well as to institute management controls, resulting in a decrease of 57,000 overtime hours or 9 percent and a savings of $2 million.

OVERVIEW OF AGENCY PERFORMANCE
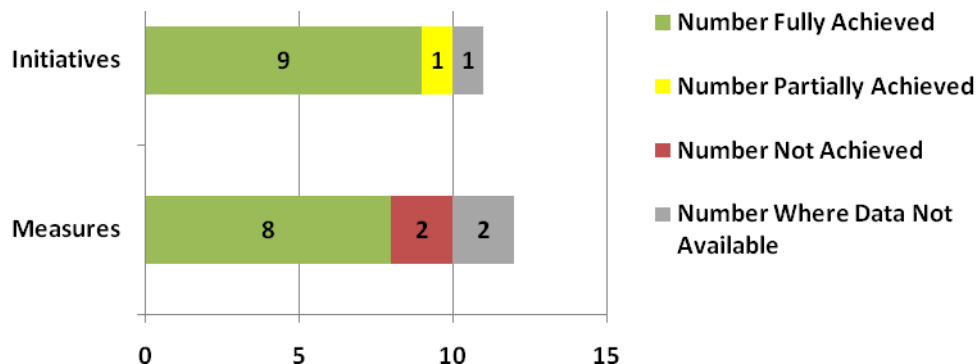
Performance Initiatives – Assessment Details

Performance Assessment Key:

🟢 Fully achieved   🟡 Partially achieved   🔴 Not achieved   ⚫ Data not reported

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OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors.

🟢 **INITIATIVE 1.1: Use crime prediction modeling to strategically deploy officers and resources to deter crime and apprehend offenders.**
Fully Achieved. The Strategic Crime Briefing (SCB) was created to integrate the resources of the entire agency to respond to predicted crime trends. The SCB is a format through which critical factors that may lead to spikes in crime in the upcoming season/quarter are presented to district command staff and PSA lieutenants of each of the seven districts. A district crime plan with PSA crime reduction/suppression goals is then formulated with unique component strategies created by the PSA lieutenants. In addition, the Criminal Intelligence & Tactical Crime Analysis Division identifies and tracks geographic concentrations of crime and other patterns and trends. The Crime Analysis unit provides support to scheduled command staff crime briefings by preparing presentation crime maps for the briefings and also supports various endeavors undertaken by the department, including GunStat.

🟡 **INITIATIVE 1.2: Increase police visibility by reassigning customer service, crime scene officers and others to the field and replacing them with civilians.**
Partially Achieved. For Fiscal Year 2008, MPD indentified 82 positions for civilianization. These positions range from mid-managers to front line positions such as customer service representatives, interdisciplinary forensic scientists, and cell block technicians. 21 positions were filled in FY08 and 53 are in the process of being filled.

🟢 **INITIATIVE 1.3: Broaden the capabilities of the Metropolitan Washington Fusion Center in order to better manage homeland security intelligence for the city.**
Fully Achieved. The fusion center has grown from seven analysts in January 2007 to 13 analysts in 2008. Temperature Boards were deployed at every District and at partner agencies to further enhance information sharing. MPD has deployed large and small message boards on some vehicles to allow the public a viewing source to call in tips and leads, as well as bumper stickers on all marked units to give the public another venue to see reporting telephone numbers for anonymous tips. It created 1-888-919-CRIME as a call in number and joined with the FBI on a TEXT message program-50-411. The fusion center has also been approved as a RISS node through MAGLOCLEN and is in the process of having HSDN (a secure drop) installed.

🟢 **INITIATIVE 1.4: Maintain a constant state of alert and operational readiness by conducting at least six Department-wide homeland security drills a year.**
Fully Achieved. In FY 2008, there were more than a dozen department-wide drills, including drills in each of the seven police districts and targeted table top exercises.

OBJECTIVE 2: Provide the highest quality of police service with integrity, compassion, and a commitment to innovation.

🟢 **INITIATIVE 2.1: Expand MPD's support of schools and DC youth by developing innovative new police-youth partnership programs.**

Fully Achieved. The MPD Patrol Services and School Security Bureau, School Security Division, implemented several new programs and enhanced existing ones to support schools and DC youth. Specifically, the Secure Our School Program, Safe At All Times Program, Back to Basics, and the Youth Advisory Council.

⬤ **INITIATIVE 2.2: Conduct an annual survey to assess community perceptions of MPD.**
No Data Reported. When the District decided to do city-wide customer surveys, it was decided that MPD would not conduct the planned survey.

🟢 **INITIATIVE 2.3: Promote innovation and enhance operations by developing at least three best practices research project partnerships with outside organizations a year.**
Fully Achieved. MPD is partnering with the Applied Research Laboratory (ARL) at the Pennsylvania State University to provide a base of multidisciplinary knowledge and technology that supports development and responsible application of less-lethal and minimal force options for both the military and civilian law enforcement. As a result of a COPS grant to evaluate CCTV use in a handful of jurisdictions, the Urban Institute is partnering with MPD to evaluate and document the process of using CCTVs in public spaces in Washington, D.C. MPD is also partnering with the Center for State Governments Justice Center to be a learning site for planning and implementing re-entry toolkit strategies.

OBJECTIVE 3: Improve police service to the public through the integration of the Department's people, technology and business systems.

🟢 **INITIATIVE 3.1: Improve police efficiency by deploying resources such as laptop computers, PDA devices, and take-home cars to patrol members in order to support the field activities of the Department.**
Fully Achieved. MPD has deployed 800 laptops to police officers in the field and has re-structured the take-home car program so that more patrol officers have take-home cars. MPD will deploy PDAs to officers in FY09.

🟢 **INITIATIVE 3.2: Reduce the number of officers spending time in preparing paperwork for court by 10 percent by working with criminal justice partners to improve the efficiency of the papering process.**
Fully Achieved. In FY 2008, MPD worked aggressively to improve the efficiency of the papering process that requires officers to spend time preparing paperwork for court, and to control other overtime funded by the District budget. As a result, MPD reduced the number of officer appearances for papering by 64 percent, from 2,480 appearances in September 2007 to 887 appearances in September 2008 (snapshot comparison of the two months).

🟢 **INITIATIVE 3.3: Reengineer the department's in-service training program by incorporating a distance-learning component in order to make more officers available for field work.**
Fully Achieved. In 2008, MPD changed the name of the In-Service Training (IST) program to the Professional Development Training (PDT) program and redesigned its format, rigor, and educational method. Previously, officers attended forty hours of lectures in a course requiring minimal interaction. Today officers attend twenty-four hours of professionally-designed and dynamically interactive training that requires them to be out of their seats and involved for three full days. A final eight hours is spent on-line participating in the Department's new distance learning program.

🟢 **INITIATIVE 3.4: Recruit, hire, train, and equip as many qualified officers as possible to move the Department toward its goal of having 4,200 total officers on board.**
Fully Achieved. The Department achieved the FY08 goal by having 4,051 members on board by October 1, an increase of 151 officers in FY08.
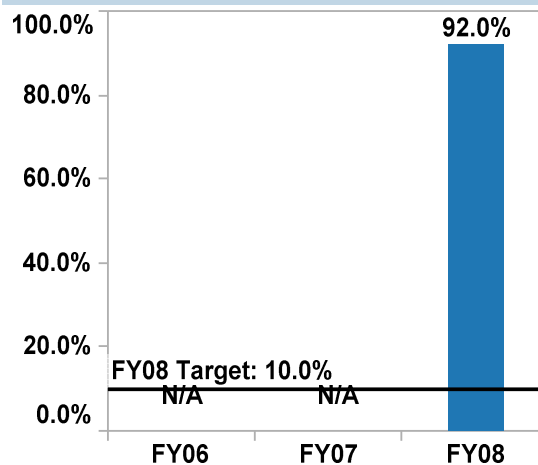
From Objective 1: % Change in DC Code Index Violent Crime

10.0%
5.0% 3.9%
0.0%
-1.3%
FY08 Target: -5.0%
-5.0% -4.3%
-10.0%

FY06   FY07   FY08
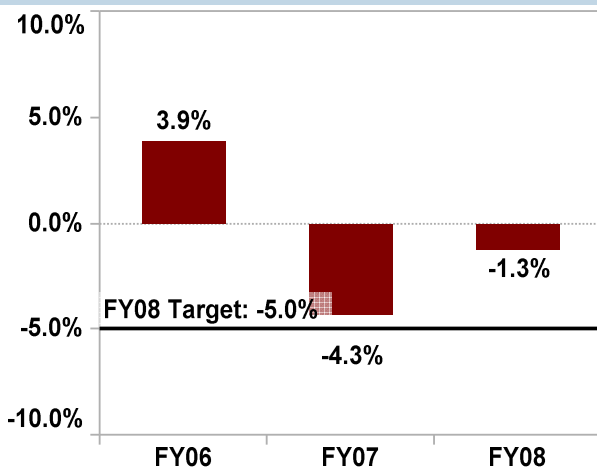
NOT ACHIEVED

From Objective 3: % Increase Citizen Accounts on District Listservs

100.0% 92.0%
80.0%
60.0%
40.0%
20.0%
FY08 Target: 10.0%
N/A   N/A
0.0%

FY06   FY07   FY08

FULLY ACHIEVED

More About These Indicators:

How did the agency's actions affect this indicator?

- Established community-based homicide investigations to help solve violent crimes and quickly get violent offenders off the street.
- Recovered 32% more guns in FY08 by establishing a Gun Recovery Unit staffed with officers with enhanced training on identifying and recovering illegal firearms and sponsoring a gun amnesty program.
- Improved community engagement and communication by enhancing community policing through initiatives such as Operation Full Stride and All Hands on Deck.

What external factors influenced this indicator?

- Redevelopment in the city has led to rival groups moving into closer proximity and the District has seen a rise in PCP use, which the Department believes has contributed to surges in conflict and violence.

How did the agency's actions affect this indicator?

- MPD is working to reconnect the community and police through numerous initiatives, including: use of community listservs for each police district, reinvigorating the use of foot beats by assigning officers to Operation Full Stride, All Hands on Deck weekends and deploying Academy recruits to neighborhoods.

What external factors influenced this indicator?

- Many people in our communities do not have access to computers or an email account, so MPD is also working to enhance other means of communications, for example, anonymous crime tip phone and text lines, cell phones for district watch commanders and PSA lieutenants and community meetings.

Key Performance Indicators – Details

Performance Assessment Key:

🟢 Fully achieved   🟡 Partially achieved   🔴 Not achieved   ⚫ Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors.					
🔴 % change in DC Code Index violent crime 3.9%		-4.3%	-5.0%	-1.3%	-5.0%
🔴 % change in DC Code Index property crime . . . . -3.4%		2.2%	-5.0%	1.9%	-5.0%
⚫ Clearance rate for homicides*. 64.5%		70.2%	70.0%	---	70.0%
⚫ Clearance rate for forcible rape*. 73.6%		67.7%	71.1%	---	5.0%
⚫ Clearance rate for robbery*. 16.1%		17.4%	18.3%	---	5.0%
⚫ Clearance rate for aggravated assault*. 52.5%		51.9%	54.5%	---	5.0%
⚫ Clearance rate for burglary*. 17.4%		14.9%	15.6%	---	5.0%
⚫ Clearance rate for larceny-theft*. 8.8%		8.5%	8.9%	---	5.0%
⚫ Clearance rate for motor vehicle theft*. 2.1%		4.5%	4.7%	---	5.0%
⚫ % of motor vehicle thefts resolved*. 16.6%		18.0%	18.9%	---	5.0%
OBJECTIVE 2: Provide the highest quality of police service with integrity, compassion, and a commitment to innovation.					
🟢 Rate of sustained citizen allegations of police misconduct per 1,000 sworn members 21.2		15.7	15.4	20.9	-2.0
OBJECTIVE 3: Improve police service to the public through the integration of the Department's people, technology and business systems.					
🟢 % increase of citizen accounts on District listservs . . .N/A		N/A	10%	92.5%	10%

*Reported on a calendar year basis consistent with national FBI reporting. Target is to exceed by 5% the benchmark average clearance rate or previous year's actual, whichever is higher.