



FY 2010 PERFORMANCE PLAN Metropolitan Police Department

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. The Patrol Services and School Security Division delivers community policing to the District's neighborhoods through 46 police service areas in seven police districts, and oversees the provision of security services to the District of Columbia Public Schools. The Investigative Services Division investigates violent, property and narcotic crimes and provides forensic support for those cases. The Homeland Security Division coordinates domestic security and intelligence operations, as well as traffic safety and special events. The Internal Affairs Bureau investigates use of force, equal employment opportunity and other complaints against MPD officers and employees. The Strategic Services, Professional Development and Corporate Support Bureaus support the work of the entire Department through research, crime analysis, strategic direction, recruiting, hiring and training personnel, and facilities, purchasing and other administrative support.

PERFORMANCE PLAN DIVISIONS

- Patrol Services & School Security Division
- Investigative Services Division
- Homeland Security Division
- Professional Development & Internal Affairs Division
- Strategic & Corporate Support Services Division
- Operations & Agency Management

Not all key performance indicator figures were available at the time of publishing. An updated performance plan will be released when all figures are determined



Patrol Services & School Security Division

SUMMARY OF SERVICES

The Patrol Services and School Security Division coordinates crime prevention and reduction efforts in the seven police districts. In addition to providing professional and effective patrol services throughout the District, this Division responds to all calls for police service. The Division also manages security in all DC Public Schools, and endeavors to reduce juvenile victimization and delinquent behavior through a variety of programs.

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

INITIATIVE 1.1: Enhance safety of District school children by expanding the Safe Passage program.

Tens of thousands of youth travel on city streets and on public transportation after school. The Safe Passage program, currently operating at and around six high schools, works to ensure that these youth have safe routes on which MPD and Metro Police, school administrators, and the Roving Leaders of the Department of Parks and Recreation, are looking out for them. To expand and strengthen the program, MPD will include additional partners such as the business community so that youth who may feel in danger or need police assistance could enter a participating business to call police and await their arrival. Deadline: July 30, 2010

INITIATIVE 1.2: Work with other government agencies and community organizations to support drug prevention.

Drug use by teens and young adults is both a serious public health issue, and of concern for current and future crime. Evidence from drug-tests of arrested persons suggests that use of PCP (Phencyclidine) is on the rise in the District, including among juvenile arrestees. The drug can be exceptionally dangerous, resulting in acute anxiety, a feeling of impending doom, paranoia, violent hostility, and in some it may produce a psychosis indistinguishable from schizophrenia. According to the US Department of Justice, many believe it to be one of the most dangerous drugs of abuse. In 2010, MPD will launch a drug prevention program specifically addressing PCP use among youth in a target neighborhood. Deadline: March 31, 2009

INITIATIVE 1.3: Establish a SAFE Haven for teenagers at the MPD facility at 801 Shepherd Street, NW.

MPD and its long-standing partner, the Greater Washington Boys & Girls Club will expand programming at the site to target youth 13 to 18 years of age. This new initiative will provide activities to prevent juvenile victimization and deter delinquent behavior. To attract teen participants during critical hours, the center will be open Saturday evenings until 11 pm. Deadline: October 31, 2009

INITIATIVE 1.4: Support vibrant and safe neighborhoods by working with partner agencies in the District government to develop strategies and officer training to address important quality of life concerns.

Although serious crime is down across the city, many neighborhoods are plagued by quality of life issues, such as littering, noise, and public drinking and intoxication. Such



neighborhoods are at risk of more serious disorder and crime problems. Police officers, with their round-the-clock presence on the streets, can support the important work of partner agencies such as the Departments of Consumer and Regulatory Affairs (DCRA) and Public Works (DPW) to address some of these issues. By January 2010, MPD will launch pilot projects to address both noise and littering. Depending on the extent of any adjustments required, MPD will implement training and launch citywide enforcement by September 2010.

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

INITIATIVE 2.1: Enhance community policing by increasing the number of members regularly deployed on foot, bike, or Segway patrols.

Operation Full Stride, launched in November 2007, has resulted in almost 300 officers being dedicated to patrol on foot, bike, or Segway. This has contributed to better police-community relations as community members are able to get to know the Full Stride officers in their neighborhood and share more information with the police. As a result, more offenders are being held accountable. During FY2010, MPD will increase the number of officers patrolling on foot, bike, or Segway patrol, focusing on those areas most plagued with violent crime. Deadline: September 30, 2010

INITIATIVE 2.2: Improve service to District residents by increasing service hours at police district stations.

Residents rely on police district stations for a variety of services, such as visitor parking permits and reporting non-critical missing persons. To improve the level of service with existing resources, MPD will realign the work hours of administrative and station staff to expand the hours of service to 8 p.m. during the work week, and to include Saturday hours. Deadline: October 31, 2010

INITIATIVE 2.3: Increase the number of officers with Crisis Response Training.

Police response to incidents involving individuals who are mentally disturbed presents unique challenges. MPD has launched specialized training certified by the Department of Mental Health and the National Alliance on Mental Illness to better prepare officers to assess situations involving mentally disturbed individuals and to respond professionally and empathetically. The Department's target is to train all officers over the next three years. Deadline: September 30, 2010

INITIATIVE 2.4: Implement a program to educate businesses about how to more effectively use their private security cameras to deter crime and support investigations.

Many businesses and organizations in the District operate video security systems on private property. As with MPD's Closed Circuit Television (CCTV) system, these cameras could be used to help deter and solve crimes in the community. MPD will launch a voluntary program to encourage businesses with video security to post signs alerting the public to the presence of their cameras and that recordings of any illegal activity will be shared with the police. In addition, MPD will educate businesses about procedures to



save recordings of suspected illegal activity, and how to share with MPD. Deadline: March 31, 2010

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

INITIATIVE 3.1: Enhance community policing by formally subdividing large PSAs into beats.

To effectively address the unique communities within some of the larger Police Service Areas (PSAs), officers will be assigned to smaller geographical areas. These communities will have a designated patrol officer during each shift. Deadline: December 31, 2009

INITIATIVE 3.2: Enhance professional development of experienced officers by launching a veteran officer exchange program.

Although all officers receive the same formal training when they join the Metropolitan Police Department, the informal education learned from the communities they serve, colleagues with whom they work, and the different challenges they face in their career can vary greatly. A veteran exchange program will allow qualifying officers to share their experiences and learn from different neighborhoods and colleagues in other districts during temporary details. The officers would be temporarily detailed for 60 days to another police district to broaden their experiences in other communities and provide exposure to other tactics. Deadline: June 30, 2010

INITIATIVE 3.3: Strengthen accountability by reassigning sergeants in the districts by shift instead of geography.

The most important role of patrol sergeants is to serve as first line supervisors of officers. However it is difficult for sergeants to fully supervise officer since they are assigned by Police Service Areas and not shifts, so they do not work consistently with the same team of officers. To enhance supervision and accountability, sergeants will be reassigned by shift to ensure that officers have consistent supervision, which will lead to enhanced officer productivity and effectiveness. Deadline: December 31, 2009



KEY PERFORMANCE INDICATORS- Patrol Services & School Security Division

METRIC	FY08 Actual	FY09 Projection	FY09 YTD**	FY10 Projection	FY11 Projection	FY12 Projection
% change in DC Code Index violent crime	-1.3%	-5%	-5.0%	-5%	-5%	-5%
% change in DC Code Index property crime	1.9%	-5%	-1.0%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	20.9	20.5	7.9	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
% increase in the number of email accounts on Police District listservs	92.5%	10% increase over previous year	13.6%	10% increase over previous year	10% increase over previous year	10% increase over previous year
# of Priority 1 calls for service (per district)	NA	NA	TBD	TBD	TBD	TBD
Average response time (in minutes) to Priority 1 calls from time of dispatch to the arrival of the first officer on the scene (per district)	NA	NA	TBD	TBD	TBD	TBD

** All year to date data is through June 2009.



Investigative Services Division

SUMMARY OF SERVICES

The Investigative Services Division works with the community to solve crimes, help bring offenders to justice, support the recovery of victims, and protect witnesses. As part of this responsibility, this Division, in conjunction with the Department of Real Estate Services, is working to design, build and operate the District's Consolidated Forensic Laboratory to enhance the city's capabilities for crime scene investigations and evidence analysis.

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

INITIATIVE 1.1: Reduce homicides by focusing investigative resources on non-fatal shootings.

Last fall, MPD launched a Homicide Task Force, an innovative intelligence-led policing strategy using both local and Federal resources to support homicide investigations and prevent retaliatory violence. To build on the success of this effort, MPD is establishing a rapid response unit to respond to the scene of non-fatal shootings. With the dramatic reduction in homicides, MPD will be able to direct more investigative resources to the initial scene of non-fatal shootings, allowing detectives to immediately follow up on hot leads and focus on incidents that are most likely to lead to retaliatory violence. Deadline: December 31, 2009

INITIATIVE 1.2: Implement the Gun Offender Registry to enhance public safety.

Persons convicted of gun offenses are re-arrested at a high rate, often committing new criminal offenses while armed. In FY2010, MPD will implement a new Gun Offender Registry (GOR) requiring convicted gun offenders to register with MPD annually. GORs have been used successfully in other cities to combat gun violence by enabling pro-active monitoring of gun offenders that deters them from re-offending and increases prompt apprehension if they do engage in criminal activity. Deadline: June 30, 2010

INITIATIVE 1.3: Reduce DNA backlog.

Without its own forensic laboratory, the Metropolitan Police Department has had to rely on other forensic laboratories to test biological evidence for potentially viable DNA evidence. The result has been a backlog of cases. After years of work to address this backlog, this fiscal year the Department expects to finish testing all available evidence in backlogged sexual assault cases that are not barred by the statute of limitations. The Department will also continue working to analyze its cold homicide cases to identify potentially viable DNA evidence and forward that evidence to our lab for analysis. Deadline: September 30, 2010

INITIATIVE 1.4: Obtain full CODIS access from FBI so that DNA evidence can be entered into CODIS by MPD members.

For years, a significant technical limitation for MPD has been that, without its own forensic lab, the Department has been unable to take full advantage of the CODIS system – the national repository of DNA samples that helps identify and solve cases. Currently, the FBI Crime Lab is able to conduct DNA analyses for MPD only when there is a



suspect in a case. As such, the DNA test is used largely to confirm the involvement of an already identified suspect. While beneficial, and, in fact, essential in many cases, with its own CODIS terminal, MPD will be able to conduct many more investigative or “cold-hit” analyses, in which DNA recovered at a crime scene is tested against the national repository. Deadline: October 31, 2009.

KEY PERFORMANCE INDICATORS-Investigative Services Division

METRIC	FY08 Actual	FY09 Projection	FY09 YTD**	FY10 Projection	FY11 Projection	FY12 Projection
% change in DC Code Index violent crime	-1.3%	-5%	-5.0%	-5%	-5%	-5%
% change in DC Code Index property crime	1.9%	-5%	-1.0%	-5%	-5%	-5%
Clearance rate for homicides*	75.3%	73.5%	75.8%	73.5%	75.0%	75.0%
Clearance rate for forcible rape*	65.1%	68.4%	66.3%	***	***	***
Clearance rate for robbery*	16.0%	22.5%	15.8%	***	***	***
Clearance rate for aggravated assault*	52.6%	55.2%	54.0%	***	***	***
Clearance rate for burglary*	19.6%	20.6%	10.4%	***	***	***
Clearance rate for larceny-theft*	7.6%	14.0%	8.9%	***	***	***
Clearance rate for motor vehicle theft*	3.1%	10.0%	1.9%	***	***	***
% of motor vehicle thefts resolved*	17.5%	5% increase over previous year	TBD	5% increase over previous year	5% increase over previous year	5% increase over previous year
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	20.9	20.5	7.9	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
# of “hits” in CODIS	NA	NA	TBD	TBD	TBD	TBD

* All clearance rates are reported on a calendar year basis consistent with national FBI reporting.

** All year to date data is through June 2009.

*** Exceed by 5% the higher of: benchmark average clearance rate or previous year’s actual.



Homeland Security Division

SUMMARY OF SERVICES

The Homeland Security Division integrates intelligence and operational functions to ensure that the District is well protected and that the government is prepared to prevent and respond to threats and critical incidents. The Division also works directly in support of patrol operations to reduce crime and the fear of crime with specialized patrol and tactical resources, and works constantly to improve information-sharing, process relevant information and provide actionable intelligence to relevant personnel.

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

INITIATIVE 1.1: Partner with local criminal justice agencies to improve the exchange of information regarding criminal incidents and suspects.

The Washington Regional Threat Analysis Center (WRTAC) will increase its outreach to local law enforcement agencies to review and compare criminal incidents to determine if they have common factors. The identification of similarities will help investigators identify suspects. MPD currently has strong communications with Prince Georges County, and will soon have an analyst from Montgomery County embedded in the WRTAC. Deadline: December 31, 2009

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

INITIATIVE 2.1: Partner with other city agencies and private sector stakeholders to increase awareness of suspicious behavior and facilitate timely reporting.

The Department will partner with WRTAC to provide information and training to city employees and private sector partners through its Field Liaison Program and the development of Critical Infrastructure Protection (CIP) initiatives such as the Buffer Zone Protection Program and Intelligence Led Policing initiatives. These initiatives, with partnerships with various other city agencies and the commercial sector, will develop and implement strategies aimed towards greater detection and reporting of suspicious activities. Deadline: September 30, 2010

INITIATIVE 2.2: Implement a program to educate businesses about effectively using their private security cameras to deter crime and support investigations.

Many businesses and organizations in the District operate video security systems on private property. As with MPD's Closed Circuit Television (CCTV) system, these cameras could be used to help deter and solve crimes in the community. MPD will launch a voluntary program to encourage businesses with video security to post signs alerting the public to the presence of their cameras and that recordings of any illegal activity will be shared with the police. In addition, MPD will educate businesses about procedures to save recordings of suspected illegal activity, and how to share with MPD. Deadline: March 31, 2010

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



INITIATIVE 3.1: Enhance integration of gunfire detection systems with operational tools.

The District's Gunfire Detection System (GDS) uses sound wave technology to pinpoint in real time the location and sounds of gunshots. It allows for immediate verification of shootings as well as more rapid dispatching that greatly assists in apprehending suspects and preventing further crime. In FY2010, the Department will work to integrate GDS with CCTV to increase the probability of the CCTV system capturing critical evidence during shootings. Deadline: September 30, 2010

INITIATIVE 3.2: Deploy an enhanced Situational Awareness Management System.

The Situational Awareness Management System will integrate operational resources into a single system to provide a common operating picture for command personnel and other agencies. For instance, the system will provide a better method of tracking movement of personnel during major events as well as providing historical crime information in a graphical interface. It also will provide real time alerts on officer safety and emerging crime patterns. Deadline: September 30, 2010

KEY PERFORMANCE INDICATORS- Homeland Security Division

METRIC	FY08 YE Actual	FY09 Projection	FY09 YTD**	FY10 Projection	FY11 Projection	FY12 Projection
% change in DC Code Index violent crime	-1.3%	-5%	-5.0%	-5%	-5%	-5%
% change in DC Code Index property crime	1.9%	-5%	-1.0%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	20.9	20.5	7.9	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
# call outs for suspicious packages	NA	NA	TBD	TBD	TBD	TBD
# of CCTV recordings retrieved for investigations	NA	NA	TBD	TBD	TBD	TBD
# of vehicle crash fatalities	NA	NA	TBD	TBD	TBD	TBD

** All year to date data is through June 2009.



Professional Development & Internal Affairs Division

SUMMARY OF SERVICES

The Professional Development and Internal Affairs Division helps the Department to strategically manage its human capital. The Professional Development Bureau manages recruiting, hiring, training, and personnel services, as well as medical support for sworn members. The Internal Affairs Bureau acts as the guardian of the Metropolitan Police Department's reputation, and ensures accountability through comprehensive investigations of misconduct and uses of force.

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

INITIATIVE 1.1: Support vibrant and safe neighborhoods by working with partner agencies in the District government to develop strategies and officer training to address important quality of life concerns.

Although serious crime is down across the city, many neighborhoods are plagued by quality of life issues, such as littering, noise, and public drinking and intoxication. Such neighborhoods are at risk of more serious disorder and crime problems. Police officers, with their round-the-clock presence on the streets, can support the important work of partner agencies such as the Departments of Consumer and Regulatory Affairs (DCRA) and Public Works (DPW) to address some of these issues. By January 2010, MPD will launch pilot projects to address both noise and littering. Depending on the extent of any adjustments required, MPD will implement training and launch citywide enforcement by September 2010.

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

INITIATIVE 2.1: Enhance community relations and police understanding of citizen complaints by establishing program to disseminate real instances of police misconduct to sworn members.

The overwhelming majority of MPD officers operates professionally and with integrity. Some officer behavior, however, while not misconduct, does result in misunderstandings or poor communication with citizens. MPD will establish more frequent scenario-based training, an effective tool for adult education, to improve officer recognition of and reduce behavior that may cause offense or confusion. Deadline: December 31, 2009

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

INITIATIVE 3.1: Recruit, hire, and train 50 qualified officers using the Department of Justice COPS grant.

In July 2009, the Department of Justice announced that MPD would receive a grant to hire 50 new officers. MPD will begin hiring the new officers in October 2009. Each of the new recruits will undergo approximately seven months of training at the Metropolitan Police Academy and will then be assigned to patrol functions in the police districts under the guidance of an experienced officer. Deadline: September 30, 2010



INITIATIVE 3.2: Increase accountability and efficiency by automating the performance evaluations of officers and sergeants.

Each year, sergeants and lieutenants spend thousands of hours conducting performance evaluations of the officers and sergeants reporting to them. Automating the performance evaluation process will both enhance the efficiency of the process and support greater accountability. Deadline: June 30, 2010

INITIATIVE 3.3: Enhance police visibility in neighborhoods and investigative time by reducing the time that members spend in court.

Each year, MPD members spend more than 250,000 hours in support of various stages of prosecutions. The majority of the time is spent in trials, but significant time is also devoted to papering, witness conferences, and grand juries. While this support is critically important to holding offenders accountable and reducing crime, all of the time on court-related activities translates to either overtime or time spent away from patrol or investigations. Thus any efficiencies will result in either lower overtime costs or more time spent on patrol and investigations. After successfully working to improve the papering process in FY 2009, MPD will focus FY 2010 efforts with partner agencies on more efficient processes for officers in trials and grand juries. Deadline: September 2010

KEY PERFORMANCE INDICATORS- Professional Development & Internal Affairs Division

METRIC	FY08 YE Actual	FY09 Projection	FY09 YTD**	FY10 Projection	FY11 Projection	FY12 Projection
% change in DC Code Index violent crime	-1.3%	-5%	-5.0%	-5%	-5%	-5%
% change in DC Code Index property crime	1.9%	-5%	-1.0%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	20.9	20.5	7.9	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
Rate of incidents of police firearm discharges in which MPD members failed to follow Department use-of-force policies per 1,000 members	NA	NA	TBD	TBD	TBD	TBD



METRIC	FY08 YE Actual	FY09 Projection	FY09 YTD**	FY10 Projection	FY11 Projection	FY12 Projection
Average court overtime hours per arrest	NA	NA	TBD	TBD	TBD	TBD
% of investigations completed within 90 days	NA	NA	TBD	TBD	TBD	TBD
Ratio of non-supervisory staff to supervisory staff	NA	NA	TBD	TBD	TBD	TBD
Vacancy Rate Total for Agency	NA	NA	TBD	TBD	TBD	TBD
Admin leave and sick leave hours as percent of total hours worked	NA	NA	TBD	TBD	TBD	TBD
Employee turnover rate	NA	NA	TBD	TBD	TBD	TBD
Percent of workforce eligible to retire or will be within 2 years	NA	NA	TBD	TBD	TBD	TBD
Average evaluation score for staff	NA	NA	TBD	TBD	TBD	TBD
Operational support employees are percent of total employees	NA	NA	TBD	TBD	TBD	TBD

** All year to date data is through June 2009.



Strategic & Corporate Support Services Division

SUMMARY OF SERVICES

The Strategic Services Bureau integrates research, program and policy development, and strategic analysis and planning to support the Department and the city by identifying and implementing innovative policing and business practices. **The Corporate Support Bureau** oversees the major administrative, technical and business functions of the department that are critical to keeping a complex and large agency running effectively and efficiently, including facilities, fleet management, equipment and supply, and evidence and property control.

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

INITIATIVE 1.1: Use information from the comprehensive homicide data study to develop in-depth profiles of homicide offenders and victims so that intervention activities and services can be deployed to reduce homicides.

Research suggests that homicide might be combated by treating it as a public health issue, in which certain personal indicators or behaviors are strongly correlated with homicide. MPD is working to identify those risk factors for District homicides for both victims and offenders based on data from arrests, toxicology reports, and employment, education, and prior supervision history. Once fully developed, the information will be used so that intervention activities and services can be deployed to reduce homicides. Deadline: September 30, 2010

INITIATIVE 1.2: Enhance intelligence-led policing strategies with robust homicide/Assault with Intent to Kill (AWIK) research in order to craft research-based violence prevention strategies.

MPD is continually working to analyze and better understand what areas, times, and situations are prone to violence in order to craft more effective officer deployment strategies. The Department will conduct a comprehensive analysis of all homicide and assault-with-intent-to-kill cases and identify trends which could translate into operational interventions at the PSA level. Specifically it will investigate: known risk factors or criminal behavior among victims and offenders, the role of associates and crew membership, and the proximity and role of public housing, night clubs and known open-air drug markets. Deadline: September 30, 2010.

INITIATIVE 1.3: Improve criminal investigations and adjudications for the District of Columbia by beginning construction on the new Evidence Warehouse.

The Metropolitan Police Department, in partnership with the Department of Real Estate Services, is building a new 30,000 square-foot evidence warehouse featuring greatly improved design, capacity, safety, security, environmental working conditions, air conditioning, lighting, electricity, and inventory tracking automation. This facility will be equipped to handle millions of items of evidence, using best practices and advanced technology for safe and responsible evidence storage. The facility is expected to achieve at least LEED Silver certification, incorporating the sustainable development goals for all public projects as outlined in the District's Green DC Agenda. Ground-breaking will occur in FY2010, with construction expected to be completed in FY2011.



INITIATIVE 1.4: Support vibrant and safe neighborhoods by working with partner agencies in the District government to develop strategies and officer training to address important quality of life concerns.

Although serious crime is down across the city, many neighborhoods are plagued by quality of life issues, such as littering, noise, and public drinking and intoxication. Such neighborhoods are at risk of more serious disorder and crime problems. Police officers, with their round-the-clock presence on the streets, can support the important work of partner agencies such as the Departments of Consumer and Regulatory Affairs (DCRA) and Public Works (DPW) to address some of these issues. By January 2010, MPD will launch pilot projects to address both noise and littering. Depending on the extent of any adjustments required, MPD will implement training and launch citywide enforcement by September 2010.

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

INITIATIVE 2.1: Assist persons involved in vehicle crashes by initiating a campaign to inform them of their right to be free from telephone solicitations.

Persons involved in vehicle crashes are frequently vigorously pursued by businesses seeking benefits from an insurance claim. In general, however, these businesses from soliciting business by phone or in person from an accident victim for 21 days after the accident. In FY2010, MPD will launch a campaign to better inform accident victims of their rights so that they can help police put a stop to this illegal practice. Deadline: December 31, 2010

INITIATIVE 2.2: Initiate a public education campaign to encourage families and communities to help keep youth in our city safe.

The District of Columbia is a wonderful place for a child or young adult to live, learn, and grow up. However, as is true anywhere, there are activities or behaviors that can put our youth at risk for victimization or that may lead to delinquent behavior. MPD can play an important role in reminding parents and families to “Know your children. Know they’re safe.” The first information campaign will focus on the importance of abiding by the District’s curfew law. Deadline: November 30, 2009

INITIATIVE 2.3: Implement a program to educate businesses about how to more effectively use their private security cameras to deter crime and support investigations.

Many businesses and organizations in the District operate video security systems on private property. As with MPD’s Closed Circuit Television (CCTV) system, these cameras could be used to help deter and solve crimes in the community. MPD will launch a voluntary program to encourage businesses with video security to post signs alerting the public to the presence of their cameras and that recordings of any illegal activity will be shared with the police. In addition, MPD will educate businesses about procedures to save recordings of suspected illegal activity, and how to share with MPD. Deadline: March 31, 2010



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

INITIATIVE 3.1: Develop and implement the process, technology, regulations, and communication to support the re-registration of all registered firearms over the next three years.

There are currently tens of thousands of firearms lawfully registered to individuals and businesses in the District of Columbia. While all firearms registered to security agencies are currently subject to annual registration, in compliance with a new law, MPD is developing a process to re-register other firearms every three years. MPD’s goal is to create an efficient process that both respects the constitutional rights of residents of the District while recognizing the public safety interest in firearms registration. Deadline: March 31, 2010

KEY PERFORMANCE INDICATORS

METRIC	FY08 YE Actual	FY09 Projection	FY09 YTD**	FY10 Projection	FY11 Projection	FY12 Projection
% change in DC Code Index violent crime	-1.3%	-5%	-5.0%	-5%	-5%	-5%
% change in DC Code Index property crime	1.9%	-5%	-1.0%	-5%	-5%	-5%
Average daily fleet availability	NA	NA	TBD	TBD	TBD	TBD
# of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	NA	NA	TBD	TBD	TBD	TBD
# of applications for security personnel processed	NA	NA	TBD	TBD	TBD	TBD
Square feet of office space occupied per employee	NA	NA	TBD	TBD	TBD	TBD

** All year to date data is through June 2009.



Operations and Agency Management Division

SUMMARY OF SERVICES

The Operations and Agency Management Division is responsible to internal customers for technological advancement through the Office of the Chief Information Officer, risk reduction by the Office of Risk Management, and fiscal coordination and grants management by the Office of Resource Accountability. The Office of Communications primarily serves external customers through media relations and public outreach.

OBJECTIVE 1: Provide the highest quality police service with integrity, compassion, and a commitment to innovation.

INITIATIVE 1.1: Initiate a public education campaign to encourage families and communities to help keep youth in our city safe.

The District of Columbia is a wonderful place for a child or young adult to live, learn, and grow up. However, as is true anywhere, there are activities or behaviors that can put our youth at risk for victimization or that may lead to delinquent behavior. MPD can play an important role in reminding parents and families to “Know your children. Know they’re safe.” The first information campaign will focus on the importance of abiding by the District’s curfew law. Deadline: November 30, 2009

OBJECTIVE 2: Improve police service to the public through the integration of the Department’s people, technology and business systems.

INITIATIVE 2.1: Enhance integration of gunfire detection systems with operational tools.

The District’s Gunfire Detection System (GDS) uses sound wave technology to pinpoint in real time the location and sounds of gunshots. It allows for immediate verification of shootings as well as more rapid dispatching that greatly assists in apprehending suspects and preventing further crime. In FY2010, the Department will work to integrate GDS with CCTV to increase the probability of the CCTV system capturing critical evidence during shootings. Deadline: September 30, 2010

INITIATIVE 2.2: Deploy an enhanced Situational Awareness Management System.

The Situational Awareness Management System will integrate operational resources into a single system to provide a common operating picture for command personnel and other agencies. For instance, the system will provide a better method of tracking movement of personnel during major events as well as providing historical crime information in a graphical interface. It also will provide real time alerts on officer safety and emerging crime patterns. Deadline: September 30, 2010

INITIATIVE 2.3: Increase accountability and efficiency by automating the performance evaluations of officers and sergeants.

Each year, sergeants and lieutenants spend thousands of hours conducting performance evaluations of the officers and sergeants reporting to them. Automating the performance evaluation process will both enhance the efficiency of the process and support greater accountability. Deadline: June 30, 2010



INITIATIVE 2.4: Recruit, hire, and train 50 qualified officers using the Department of Justice COPS grant.

In July 2009, the Department of Justice announced that MPD would receive a grant to hire 50 new officers. MPD will begin hiring the new officers in October 2009. Each of the new recruits will undergo approximately seven months of training at the Metropolitan Police Academy and will then be assigned to patrol functions in the police districts under the guidance of an experienced officer. Deadline: September 30, 2010

INITIATIVE 2.5: Develop and implement the process, technology, regulations, and communication to support the re-registration of all registered firearms over the next three years.

There are currently tens of thousands of firearms lawfully registered to individuals and businesses in the District of Columbia. While all firearms registered to security agencies are currently subject to annual registration, in compliance with a new law, MPD is developing a process to re-register other firearms every three years. MPD's goal is to create an efficient process that both respects the constitutional rights of residents of the District while recognizing the public safety interest in firearms registration. Deadline: March 31, 2010

KEY PERFORMANCE INDICATORS

METRIC	FY08 YE Actual	FY09 Projection	FY09 YTD**	FY10 Projection	FY11 Projection	FY12 Projection
% change in DC Code Index violent crime	-1.3%	-5%	-5.0%	-5%	-5%	-5%
% change in DC Code Index property crime	1.9%	-5%	-1.0%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	20.9	20.5	7.9	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
% increase in the number of email accounts on Police District listservs	92.5%	10% increase over previous year	13.6%	10% increase over previous year	10% increase over previous year	10% increase over previous year
Percent of sole-source contracts	NA	NA	TBD	TBD	TBD	TBD
Average time from requisition to	NA	NA	TBD	TBD	TBD	TBD



METRIC	FY08 YE Actual	FY09 Projection	FY09 YTD**	FY10 Projection	FY11 Projection	FY12 Projection
purchase order for small (under \$100K) purchases						
Number of ratifications	NA	NA	TBD	TBD	TBD	TBD
Percent of invoices processed in 30 days or less	NA	NA	TBD	TBD	TBD	TBD
OUC customer service score	NA	NA	TBD	TBD	TBD	TBD
Variance between agency budget estimate and actual spending	NA	NA	TBD	TBD	TBD	TBD
Overtime as percent of salary pay	NA	NA	TBD	TBD	TBD	TBD
Travel/Conference spending per employee	NA	NA	TBD	TBD	TBD	TBD
Operating expenditures "per capita" (adjusted: per client, per resident)	NA	NA	TBD	TBD	TBD	TBD
Number of worker comp and disability claims per 100 employees	NA	NA	TBD	TBD	TBD	TBD

** All year to date data is through June 2009.



STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
KPI: % of sole-source contracts	
KPI: Average time from requisition to purchase order for small (under \$100K) purchases	
KPI: # of ratifications	
KPI: % of invoices processed in 30 days or less	
Customer Service	
KPI: OUC customer service score	
Finance	
KPI: Variance between agency budget estimate and actual spending	
KPI: Overtime as percent of salary pay	
KPI: Travel/Conference spending per employee	
KPI: Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
KPI: Ratio of non-supervisory staff to supervisory staff	
KPI: Vacancy Rate Total for Agency	
KPI: Admin leave and sick leave hours as percent of total hours worked	
KPI: Employee turnover rate	
KPI: % of workforce eligible to retire or will be within 2 years	
KPI: Average evaluation score for staff	
KPI: Operational support employees are percent of total employees	
Property	
KPI: Square feet of office space occupied per employee	
Risk	
KPI: # of worker comp and disability claims per 100 employees	