



## **FY 2013 PERFORMANCE PLAN Metropolitan Police Department**

### **MISSION**

The mission of the Metropolitan Police Department (MPD) is 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**

MPD provides crime prevention and response services through patrols, 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 for special events. The Internal Affairs Bureau investigates use of force, potential equal employment opportunity violators, 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, recruitment, hiring and training personnel, fleet management, procurement, and other administrative support services.

### **PERFORMANCE PLAN DIVISIONS**

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



## AGENCY WORKLOAD MEASURES

<b>Measure</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 YTD</b>
# of arrests	53,576	53,242	43,919
# of court overtime hours	172,307	158,339	141,797
# of non-court locally funded overtime hours	177,810	113,945	108,439
# of Priority 1 calls for service: 1 <sup>st</sup> District	9,620	8,225	7,785
# of Priority 1 calls for service: 2 <sup>nd</sup> District	5,606	5,083	5,330
# of Priority 1 calls for service: 3 <sup>rd</sup> District	9,062	7,580	7,293
# of Priority 1 calls for service: 4 <sup>th</sup> District	6,169	5,470	6,981
# of Priority 1 calls for service: 5 <sup>th</sup> District	8,398	7,435	8,641
# of Priority 1 calls for service: 6 <sup>th</sup> District	10,298	9,712	9,641
# of Priority 1 calls for service: 7 <sup>th</sup> District	10,443	9,750	10,876
# call outs for suspicious packages	252	321	214
# of CCTV recordings retrieved for investigations	722	796	931
# of vehicle crash fatalities	29	34	25
# of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	640	562	786
# of applications for security personnel processed	19,658	16,407	19,417
# of police officers hired [One City Action Plan Action 3.1.2]	100	8	310



## *Patrol Services & School Security Bureau*

### **SUMMARY OF SERVICES**

Patrol Services & School Security Bureau – 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 District of Columbia Public Schools and works to reduce juvenile victimization and delinquent behavior through a variety of programs. This division contains the following 4 activities:

- **Patrol Services** – provides focused law enforcement, responds to calls for service, and provides crime prevention services to residents, visitors, and commuters;
- **Community Services and Youth Outreach** – coordinates proactive outreach to community members and youth, directs the School Resource Officer program, and manages the security contract for D.C. Public Schools;
- **Special Liaison Unit (Patrol Support)** – provides targeted outreach and specialized response to historically underserved communities; and
- **Central Cell Block** – processes and supervises persons arrested in the District.

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

#### **INITIATIVE 1.1: Enhance Service to the Deaf and Hard of Hearing Community**

The District is home to many deaf and hard of hearing residents, and the community is expanding. The Department's primary means for working with this community are through the Deaf and Hard of Hearing unit and its 41 Affiliate Officers, Video Relay System and TeleTypewriter machines. To better support the growing population and service needs, the Department will implement Video Remote Interpreting in all districts and provide enhanced training to members.. **Deadline: September 30, 2013**

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

#### **INITIATIVE 2.1: Implement Innovative Shift Change Strategies**

It is incumbent upon MPD to ensure PSA areas are staffed and calls for service are answered in a timely manner at all times. The Department will implement new strategies to improve handling of shift changes to maximize availability and service delivery. **Deadline: September 30, 2013**

#### **INITIATIVE 2.2: Enhance Patrol Strategies of Officers on Foot, Bicycles, Scooters, or Segways**

For the past five years, MPD and PSSSB have worked to maximize the number of officers who patrol outside of a scout car – on foot, mountain bike, scooter or Segway -- in neighborhoods and business corridors on all shifts. This strategy is more important now than ever as more development, businesses, and entertainment engages people in the city seven days a week, at all hours. The Department will look for ways to build upon its



strong community partnerships and to ensure consistent enforcement by strengthening strategies in commercial zones. This will include conducting joint walks with various agencies and community and business groups through commercial zones and training members on specific regulatory business inspections. **Deadline: September 30, 2013**

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

**INITIATIVE 3.1: Enrich Roll Calls to Improve Training and Situational Awareness for Patrol Officers**

Roll calls, the only regularly scheduled time when all officers on a shift are together, are an important opportunity for sharing information with police officers. During this time, officers receive their assignment of the day, learn crime trends, community issues, and receive in-service training. In FY13, PSSSB will focus on ways to improve the delivery of information – from current intelligence to the latest training mandates – to ensure that the information is easy to understand and actionable. We will also invite partner agencies to come to roll calls to ensure that the front line officers all know about the resources and tools available to them. Through this experience the officer will gain problem solving techniques to improve the quality of life and safety on their individualized beat. **Deadline: September 30, 2013**

**KEY PERFORMANCE INDICATORS: Patrol Services & School Security Bureau**

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
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)	5.7	5% reduction from previous year	6.0	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year



## *Investigative Services Bureau*

### **SUMMARY OF SERVICES**

Investigative Services Bureau – works with the community to solve crimes, helps bring offenders to justice, supports the recovery of victims, and protects witnesses. As part of this responsibility, this division, in conjunction with the Department of General Services, is working to design, build, and operate the District’s Consolidated Forensic Laboratory to enhance the District’s capabilities for crime scene investigations and evidence analysis. This division contains the following 5 activities:

- **Criminal Investigations Division** – investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims;
- **Narcotics and Special Investigations** – provides proactive criminal enforcement services so that citizens can live in neighborhoods free from drug dealing, drug-related crime, and prostitution;
- **Forensics Science** – processes crime scenes and coordinates evidence analysis;
- **Youth Investigations Division** – investigates abuse of minors, sexual abuse, internet-related crimes against minors, and human trafficking; and processes all juvenile arrestees; and
- **Firearms and Tool Mark Examination** – conducts ballistics and unique mark identification analysis on criminal firearms evidence.

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

**INITIATIVE 1.1: Ensure that victims of sexual assaults are treated in a professional and compassionate manner.**

The Department is committed to providing professional service to the victims of sexual assaults and to working with these victims in a sensitive manner.. During the investigative process, the victim should always feel that they were treated with the upmost dignity and respect by law enforcement. The Department will take proactive measures to include the treatment of victims as a factor in performance evaluation for Sexual Assault Unit detectives and follow through on any complaints regarding how a sexual assault case was handled by MPD. **Deadline: September 30, 2013**

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

**INITIATIVE 2.1: Improve the efficiency and handling of missing person investigations and follow up.**

The Department will continue to work towards obtaining a disposition for all missing person reports. Missing person coordinators are established for each patrol district, and they will work with renewed focus to identify all cases that need follow up or can be closed with the safe return of the individual reported missing. **Deadline: September 30, 2013**



**INITIATIVE 2.2: Ensure a smooth transition of personnel and equipment to the newly established Department of Forensic Science.**

With the Establishment of the Department of Forensic Science, several Divisions of the Investigative Services Bureau will be moving to a newly built facility in FY 2013. To ensure that the Department of Forensic Science operates at maximum efficiency upon opening, the Department will ensure that the support personnel and allocated equipment are incorporated into the new facility upon completion; and that procedures are in place to support seamless operations during and after the transition. **Deadline: September 30, 2013**

**KEY PERFORMANCE INDICATORS: Investigative Services Bureau**

Measure	FY 2011 Actual	FY2012 Target	FY2012 YTD	FY2013 Projection	FY2014 Projection	FY2015 Projection
Clearance rate for homicides <sup>1</sup>	95.4%	75%	81.8%	75%	75%	75%
Clearance rate for forcible rape <sup>1</sup>	86.0%	+5% or > <sup>2</sup>	TBD <sup>3</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>
Clearance rate for robbery <sup>1</sup>	19.1%	+5% or > <sup>2</sup>	TBD <sup>3</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>
Clearance rate for aggravated assault <sup>1</sup>	57.0%	+5% or > <sup>2</sup>	TBD <sup>3</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>
Clearance rate for burglary <sup>1</sup>	9.3%	+5% or > <sup>2</sup>	TBD <sup>3</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>
Clearance rate for larceny-theft <sup>1</sup>	8.2%	+5% or > <sup>2</sup>	TBD <sup>3</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>
Clearance rate for motor vehicle theft <sup>1</sup>	1.5%	+5% or > <sup>2</sup>	TBD <sup>3</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>
% of motor vehicle thefts resolved <sup>1</sup>	15.0%	+5% or > <sup>2</sup>	TBD <sup>3</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>	+5% or > <sup>2</sup>

<sup>1</sup> All clearance rates are reported on a calendar year basis consistent with national FBI reporting.

<sup>2</sup> Exceed by 5% the benchmark average clearance rate or previous year's actual, whichever is higher. The current year targets are set each October when the FBI releases the previous year's data.

<sup>3</sup> These figures for calendar year 2013 are not yet available as of the date of this report.



## *Homeland Security Bureau*

### **SUMMARY OF SERVICES**

Homeland Security Bureau – integrates intelligence and operational functions to ensure that the District is well protected and that the government prevents and is prepared to respond to threats and critical incidents. The division also works directly to support patrol operations to reduce crime and 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. This division contains the following 2 activities:

- **Special Operations** – provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District; and
- **Intelligence Fusion** – seeks to improve information-sharing, process information, and provide actionable intelligence to relevant personnel; and coordinates gang-related and intelligence operations.

**OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors (One City Action Plan Action 3.1.3).**

**INITIATIVE 1.1: Expand MPD Efforts to Enforce and Educate Members and Public on New Traffic Regulations.**

In FY 2013, MPD will continue to train and inform both its own members and the public on the effects of the Emergency Comprehensive Impaired Driving and Alcohol Testing Program Amendment Act of 2012 which went into effect August 1, 2012. MPD will train members through on line modules, roll call scenarios and roll call briefings by Bureau members. The Office of Attorney General (OAG) will be consulted on training and will participate in training with selected groups such as Patrol District Hit and Run Coordinators. MPD will inform the public through social media and community interactions. **Deadline: September 30, 2013.**

**INITIATIVE 1.2: Expand the use of automated traffic enforcement to improve safety of District Roadways (One City Action Plan Action 3.1.3).**

MPD will strategically deploy mobile photo enforcement units to address speeding trends throughout the District. The MPD will implement additional automated traffic enforcement tools to limit the following: stop sign and no-through-truck violations at non-signalized intersections in neighborhoods; over-height and over-weight violations that cause damage to the District's streets and other infrastructure; gridlock at major thoroughfares that impede traffic flow and cause congestion; and risks to pedestrian safety in work and school zones.

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

**INITIATIVE 2.1: Expand use of social media and public messaging to improve information sharing with the public**



In FY 2013, MPD will continue to use social media tools (Twitter & Facebook) and Department controlled systems (RSAN paging & Traffic Desk) to increase the flow of information on real time crime, traffic updates and other information that benefits the community. The MPD will use these tools to keep the public abreast of unfolding events, regular enforcement initiatives, and announcements. By transmitting a steady product the MPD will be able to increase the amount of subscribers to the MPD Twitter feed and keep public up to date with important information. **Deadline: September 30, 2013.**





## *Professional Development Bureau/ Internal Affairs Bureau*

### **SUMMARY OF SERVICES**

Professional Development -helps the department strategically manage its human capital through recruiting, hiring, training, and personnel services, and provides medical support for the agency's sworn members. The two main activities: **Office of Human Resource Management** – hires, retains, and make appropriate duty status determinations for sworn personnel; and **Police Academy** – provides training to MPD recruits and MPD sworn personnel to create a capable, knowledgeable, and professional staff.

Assistant Chief for Internal Affairs – acts as the guardian of MPD's reputation, and ensures MPD's accountability through comprehensive investigations of alleged misconduct and uses of force. This division contains the following 5 activities:

- **Internal Affairs** – conducts general investigations into allegations of police misconduct and serves as the liaison to the Office of Police Complaints;
- **Force Investigations** – conducts investigations into the use of force by MPD-sworn personnel and administers the Use of Force Review Board;
- **Equal Employment Opportunity Commission (EEOC)** – ensures compliance with equal employment opportunity laws and regulations;
- **Memorandum of Agreement (MOA) Compliance Monitoring** – ensures that MPD complies with an MOA established with the Department of Justice; and
- **Court Liaison** – coordinates officer appearances related to criminal and traffic cases.

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

#### **INITIATIVE 2.1: Enhance the integrity of the Department by institutionalizing the integrity check program**

The integrity of our individual officers reflects on the integrity of the entire Department. Ensuring this integrity includes not only training and making sure officers have the right information and tools to do the job, but also conducting regular audits and integrity check operations. Over the past four years, Chief Lanier launched an "Integrity Check" program to root out any corruption in the Department by conducting planned audits and random checks, and investigating any intelligence about corruption. In FY 13, IAB will focus on sick leave abuse and malingering in addition to investigations of any suspected misconduct or corruption. **Deadline: September 30, 2013**

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

#### **INITIATIVE 2.1: Support and reinforce ethical and lawful behavior of officers**

In FY13, MPD will continue efforts to support ethical and lawful decision-making by members by enhancing communications to members about frequent pitfalls for law



enforcement. This will include videos focused on what drunk driving and domestic violence will do to a law enforcement career, as well as a launching a new ethics education program for members. In addition to criminal conduct, we will address trends in misconduct cases such as negligent loss of police equipment, not handling property appropriately and off duty misconduct. The updated ethics training will focus on current police officials visiting roll calls for live discussions about ethics, public trust, and law enforcement careers. **Deadline: September 30, 2013**

**INITIATIVE 2.2: Expand Automation of Officer Injury Reports**

In FY 13, MPD will expand automation of reporting of officer injuries and illnesses. Being able to identify categories of injuries that are on the rise, and to timely track trends and make needed adjustments, will result in more officers available for street duty and allow the agency to be more proactive. The public will benefit by reduced numbers of injuries, less cost to tax payers for preventable injuries, and a healthier and productive force. **Deadline: March 31, 2013**

**INITIATIVE 2.3: Online Training Module**

MPD will enhance the capabilities of its current online training systems by adding the ability to develop and manage curriculum/coursework, schedule coursework and classes, manage tests and evaluate student progress, and other functionality. It will also allow supervisors to schedule officers for training and identify required criteria for certification, and enable officers to access online courses based on job role/title. **Deadline: March 31, 2013**

**KEY PERFORMANCE INDICATORS: Professional Development & Internal Affairs Bureaus**

<b>METRIC</b>	<b>FY 2011 Actual</b>	<b>FY2012 Target</b>	<b>FY2012 YTD</b>	<b>FY2013 Projection</b>	<b>FY2014 Projection</b>	<b>FY2015 Projection</b>
Average court overtime hours per arrest	2.96	2.91	3.23	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year



## *Strategic Services Bureau/ Corporate Support Bureau*

### **SUMMARY OF SERVICES**

**Strategic Services** – integrates research, program and policy development, and strategic analysis and planning to support MPD and the District by identifying and implementing innovative policing and business practices. This division contains the following 3 activities:

**Strategic Change** – coordinates strategic planning, government relations, legislative affairs, and performance management; **Research and Analytical Services** – performs crime analysis and research; and **Policy and Standards** – develops policies and procedures for the department.

**Corporate**– oversees the major administrative, technical, and business functions of the department that are critical to keeping the complex and large agency running effectively and efficiently, including fleet management, equipment and supply, and evidence and property control. There two main 2 activities: **General Support Services** – provides support for equipment and supply, evidence and property control, reproduction, and fleet services; and

**Police Business Services** – provides services to the public and the criminal justice community by maintaining police records, licensing security officers, and registering firearms.

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

#### **INITIATIVE 1.1: Enhance awareness on how to retrieve lost/stolen property.**

MPD receives thousands of lost or stolen pieces of property each year. The process to reclaim the property can be confusing for a citizen or visitor of the District of Columbia. In 2013, the Department will streamline its webpage to make it easier for citizens and visitors to understand the process on retrieving lost or stolen property. **Deadline: September 30, 2013.**

#### **INITIATIVE 1.2: Enhance Customer Service and Automation by Modernizing Processes for the Public Requesting MPD Services**

In FY13, MPD will continue to improve online services for members of the public seeking background checks, police reports, and record expungement services. The Department will establish a more interactive public webpage for Police Business Services Division in efforts to improve instructions and information with “Frequently Asked Questions.” In addition, MPD is moving to a digitized recordation procedure for the storage of police reports, records and any document frequently made by public request. In 2013 this will allow for quicker turnaround times in the handling of requests made by the general public. Lastly, MPD will enhance service delivery by providing specialized customer service training for business and administrative personnel whose role with Police Business Services Division is primarily the interaction with the general public handling personal business matters. **Deadline: September 30, 2013**

### **OBJECTIVE 2: Improve police service to the public through the integration of the Department’s people, technology and business systems (including One City Action Plan Action 3.1.2).**



**INITIATIVE 2.1: Expand Volunteer Services Recruitment and Contributions.** The MPD's Reserve Corps, Citizen Volunteer Corps, and Collegiate Internship Program assist in building safe and healthy neighborhoods throughout the District of Columbia by maintaining high quality volunteer public safety support services. Volunteer members provide significant supplemental contributions to the Department. During FY13 volunteer programs will increase participation to provide over \$1 million dollars in service to the Department. **Deadline: September 30, 2013**

**INITIATIVE 2.2: Initiate the recruitment, hiring and training of new recruits to stabilize the size of the sworn force, as funded by the Department's FY13 budget. (One City Action Plan Action 3.1.2).**

A stable police force is important to public safety in the District. In FY13, MPD will work to ensure that we screen and hire as many officers as are funded in FY13 and establish a steady hiring pipeline for the coming years. The Department will enhance screening capabilities by adding additional applicant checks to ensure we hire the best qualified candidates. Additionally, the Department will continue to restructure its recruiting operations to streamline operations and successfully process candidates within a six month timeframe from the time of application. **Deadline: September 30, 2013**

**KEY PERFORMANCE INDICATORS: Strategic and Corporate Support Services Bureaus**

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Average daily fleet availability	96.4%	95%	96.7%	95%	95%	95%



## *Operations/ Agency Management*

### **SUMMARY OF SERVICES**

**Operations Agency Management** – provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

**OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors (One City Action Plan Action 3.1.4 and Indicators 3D and 3E).**

#### **INITIATIVE 1.1: Pawn Shop Notification System.**

The creation of a pawn Notification System will allow the MPD to alert owners of Pawn Shops of persons with past records for burglary and theft from autos And also, notifying them of persons on probation/parole for these types of offenses. The goal of this initiative is to reduce the market for stolen goods and therefore reduce the related crimes. **Deadline: September 30, 2013.**

#### **INITIATIVE 1.2: Decrease the theft of smart phones and other mobile devices (One City Action Plan Action 3.1.4).**

MPD will partner with the Federal Communications Commission and the wireless telecommunications industry to institute technical measures to make cell phones useless if stolen. This measure will help curb retail operations that sell stolen devices, thereby reducing the incentive for criminals to steal them.

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

#### **INITIATIVE 2.1: Strength outreach and communication with the Hispanic community.**

The Hispanic or Latino community is a vibrant community that represented 9.5 percent of the District population in the 2010 Census. According to the 2005 American Community Survey, 9 percent of households in the District primarily speak Spanish. To strengthen outreach to and communication with this community, MPD will seek to hire two Spanish speakers in its Public Information Office. **Deadline: September 30, 2013**



### KEY PERFORMANCE INDICATORS: Operations and Agency Management

Measure*	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Change in the number of Homicides [One City Action Plan Indicator 3D] <sup>4</sup>	108	97	88	10% reduction from previous year	10% reduction from previous year	10% reduction from previous year
% change in DC Code Index violent crime * [One City Action Plan Indicator 3E]	-4.87	-5%	TBD <sup>5</sup>	-5%	-5%	-5%
% change in DC Code Index property crime*	5.32	-5%	TBD <sup>5</sup>	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members*	12.16	2% reduction from previous year	15.6	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 *	14.64	10% increase over previous year	3.7%	10% increase over previous year	10% increase over previous year	10% increase over previous year
Average response time (in minutes) to Priority 1 calls from time of dispatch to the arrival of the first officer on the scene (citywide)*	5.7	5% reduction from previous year	6.0	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 (1 <sup>st</sup> District)	NA <sup>6</sup>	NA <sup>5</sup>	5.4	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (2 <sup>nd</sup> District)	NA <sup>5</sup>	NA <sup>5</sup>	6.5	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (3 <sup>rd</sup> District)	NA <sup>5</sup>	NA <sup>5</sup>	5.5	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year

<sup>4</sup> Calendar year data.

<sup>5</sup> Due to data conversion issues during the transition to a new records management system, MPD is unable to report on this measure at this time.

<sup>6</sup> Because of the realignment of police district boundaries on January 1, 2012, as well as changes in methodology, FY2011 and FY2012 data are not comparable. Therefore only FY2012 figures are provided.



<b>Measure*</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 YTD</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>
Average response time (in minutes) to Priority 1 calls (4 <sup>th</sup> District)	NA <sup>5</sup>	NA <sup>5</sup>	5.3	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (5 <sup>th</sup> District)	NA <sup>5</sup>	NA <sup>5</sup>	6.6	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (6 <sup>th</sup> District)	NA <sup>5</sup>	NA <sup>5</sup>	6.2	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (7 <sup>th</sup> District)	NA <sup>5</sup>	NA <sup>5</sup>	6.4	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year

\*Due to the nature of MPD work, the agency's three core objectives are shared among its six divisions. Please note, the above KPIs are measured against shared objectives within every performance divisions of the agency to avoid duplications.