FY 2014 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
- Support Services[1]
- Operations & Agency Management[2]

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[1] This Division corresponds to (4001) Strategic Services Bureau, (5001) Corporate Support Bureau, (6001) Professional Development Bureau, and (7001) Assistant Chief Internal Affairs Bureau on MPD's FY 14 Operating Budget and FTEs by Division and Activity (Table FA0-4) in the Operating Budget and Financial Plan (Vol. 2 – Part 1); only (4300) Strategic Change Division and (4500) Policy & Standards Division within (4001) Strategic Services Bureau are included as part of the Support Services Division.

[2] This Division corresponds to (4001) Strategic Services Bureau, (100F) Agency Financial Operations, and (AMP1) Agency Management Program on MPD's FY 14 Operating Budget and FTEs by Division and Activity (Table FA0-4) in the Operating Budget and Financial Plan (Vol. 2 – Part 1); only (4400) Research and Analytical Services Division within (4001) Strategic Services Bureau is included as part of the Operations & Agency Management Division.

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AGENCY WORKLOAD MEASURES

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual
# of arrests	53,242	43,919	40,876 [3]
# of court overtime hours	158,339	141,797	126,723 [3]
# of non-court locally funded overtime hours	113,945	108,439	223,043 [3]
# of Priority 1 calls for service: 1st District	8,225	TBD [4]	TBD [4]
# of Priority 1 calls for service: 2nd District	5,083	TBD [4]	TBD [4]
# of Priority 1 calls for service: 3rd District	7,580	TBD [4]	TBD [4]
# of Priority 1 calls for service: 4th District	5,470	TBD [4]	TBD [4]
# of Priority 1 calls for service: 5th District	7,435	TBD [4]	TBD [4]
# of Priority 1 calls for service: 6th District	9,712	TBD [4]	TBD [4]
# of Priority 1 calls for service: 7th District	9,750	TBD [4]	TBD [4]
# call outs for suspicious packages	321	214	219 [3]
# of CCTV recordings retrieved for investigations	796	931	1,542 [3]
# of vehicle crash fatalities	34	25	28 [3]
# of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	562	786	1,195 [3]
# of applications for security personnel processed [5]	16,407	19,417	19,169 [3]
# of police officers hired [One City Action Plan Action 3.1.2]	8	310	300 [3]

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[3] FY 2013 Actual data obtained from the Metropolitan Police Department FY 2013 KPI Manager (as of 10/17/2013)

[4] 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.

[5] Effective October 1, 2013, legislative authority over private security licensing has been transferred from MPD to DCRA. MPD will not be processing security licenses and will no longer have data starting FY 2014 to track this measure.

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. (One City Action Plan, 3.1.3)

INITIATIVE 1.1: Support safe travel options by enhancing our partnership and collaboration with Metro and the DC Taxi Cab Commission.
Safe transport options are critical for a thriving urban environment. To support our partners at Metro and the DC Taxicab Commission, MPD will enhance its partnership such as by focusing on youth safety in transit and at bus stops, and programming to improve reporting of and deter assaults on bus and taxi drivers. **Deadline: September 30, 2014**

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

INITIATIVE 2.1: Expand outreach to the District's Asian and Pacific Islander community.
A cornerstone of Chief of Police Cathy L. Lanier's policing philosophy is that in order to combat crime, the police must have a strong and trusting relationship with the community. The Department's Special Liaison Units—including the Asian Liaison Unit—work closely with historically underserved communities, serving as a model for community policing. In FY14, MPD will enhance our partnership the city's Asian and Pacific Islander community by hiring a civilian outreach specialist. **Deadline: September 30, 2014**

INITIATIVE 2.2: Expand our youth outreach through the Junior Cadet program.
The Junior Cadet Program was launched in partnership with the Washington Police Foundation, a group that works to support key unmet public safety needs identified by the Chief of Police and other public safety leaders in the District. The program provides opportunities to participate in activities that instill a sense of community pride, self-discipline and leadership ability in an overall positive environment. Participants experience opportunities to travel to important civic centers, meet community leaders, and develop relationships with MPD mentors. The program also connects with parents and guardians of

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students to keep them informed of student progress. During the 2013/2014 school year, the program will be expanded to three elementary schools. **Deadline: September 30, 2014**

OBJECTIVE 3: Improve police service to the public through the integration of the Department's people, technology and business systems. (One City Action Plan, 3.1.3)

INITIATIVE 3.1: Implement the transfer of the Central Cell Block to the Department of Corrections.
Transfer responsibility for the Central Cell Block (CCB) – where arrestees awaiting arraignment in court are housed overnight – to the Department of Corrections (DOC). This would place the responsibility for housing arrestees with the agency with the greatest expertise in this function, while allowing MPD to focus on its more specific mission of ensuring public safety in the District. This transfer will allow MPD officers to spend more time on the street and less time guarding arrestees in hospitals and transporting them to court for arraignment. Although the initial transfer will occur on October 1st, the transition is expected to roll out over several months. **Deadline: January 1, 2014**

INITIATIVE 3.2: Increase patrol training and focus on vending laws and regulations.
The Districts vending laws and regulations, which are enforced by both MPD and the Department of Consumer and Regulatory Affairs, are important protections for consumers. Vending requirements protect the safety of patrons and the appropriate allocation of public space for all. In FY14, MPD will work to improve training for officers in police districts with a significant vending presence. **Deadline: September 30, 2014**

KEY PERFORMANCE INDICATORS - Patrol Services & School Security Bureau

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection	FY 2016 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)	TBD[6]	5% reduction from previous year	TBD[6]	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year

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[6] 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.

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

> **INITIATIVE 1.1: Reduce robbery and theft of small personal electronics by targeting the illegal secondary market for stolen goods.**
> Across the nation, cities are fighting a surge in crimes involving the theft of cell phones and other small personal electronic devices. Criminals target these devices because they are easy to steal and can easily be converted into cash, and all too often the crimes become very violent. MPD investigations have revealed that most stolen personal electronics are not bought and sold by licensed secondhand dealers, but rather by stores illegally purchasing and reselling used goods, which are frequently stolen. In FY13, MPD successfully lobbied the Council to pass legislation to enable the Mayor to hold these businesses responsible, with the legislation expected to pass in September 2013. In FY14, we will work with our partners at the District of Consumer and Regulatory Affairs and the Office of the Attorney General to investigate and take enforcement action against businesses supporting violent crimes in our community by trafficking in these goods. **Deadline: September 30, 2014.**

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

> **INITIATIVE 2.1: Improve feedback on investigations by implementing a survey for sexual assault victims**.
> The investigation of sexual assaults is a vitally important yet sensitive matter. Sexual assaults can be particularly traumatizing to victims, which poses unique challenges for investigating and prosecuting these crimes. Feedback from victims can be especially helpful to ensuring that investigative techniques do not unduly re-traumatize the victim. MPD will launch a

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survey tool to elicit feedback from victims to help the Department to continually improve services. **Deadline: September 30, 2014.**

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

> **INITIATIVE 3.1: Improve criminal investigations by enhancing MPD's ability to quickly and efficiently retrieve privately captured video footage related to major crimes. Deadline: September 30, 2014.**
>
> Private security cameras, which are prolific in the District, can be very helpful developing leads and identifying suspects and witnesses that lead to solving crimes. Anyone who believes that a camera has captured a crime or events before or after a crime is strongly encouraged to contact the police. To support the efforts of detectives investigating crimes, crime scene search technicians will focus on identifying private cameras around a crime scene and working with the owners to identify any useful footage. **Deadline: September 30, 2014.**

KEY PERFORMANCE INDICATORS- Investigative Services Bureau

Measure	FY 2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Projection	FY2015 Projection	FY2016 Projection
Clearance rate for homicides[7]	80.7%	75%	TBD[9]	75%	75%	75%
Clearance rate for forcible rape[7]	81.4%	+5% or > [8]	TBD[9]	+5% or > [8]	+5% or > [8]	+5% or > [8]
Clearance rate for robbery[7]	17.3%	+5% or > [8]	TBD[9]	+5% or > [8]	+5% or > [8]	+5% or > [8]
Clearance rate for aggravated assault[7]	57.7%	+5% or > [8]	TBD[9]	+5% or > [8]	+5% or > [8]	+5% or > [8]
Clearance rate for burglary[7]	8.0%	+5% or > [8]	TBD[9]	+5% or > [8]	+5% or > [8]	+5% or > [8]
Clearance rate for larceny-theft[7]	9.0%	+5% or > [8]	TBD[9]	+5% or > [8]	+5% or > [8]	+5% or > [8]
Clearance rate for motor vehicle theft[7]	2.6%	+5% or > [8]	TBD[9]	+5% or > [8]	+5% or > [8]	+5% or > [8]
% of motor vehicle thefts resolved[7]	15.5%	+5% or > [8]	TBD[9]	+5% or > [8]	+5% or > [8]	+5% or > [8]

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[7] All clearance rates are reported on a <u>calendar year</u> basis consistent with national FBI reporting.

[8] 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.

[9] These figures for calendar year 2013 are not yet available as of the date of this report.

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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, 3.1.3)

INITIATIVE 1.1: Establish a Real-Time Crime Center
The hiring of nine civilian investigative support positions will serve as the foundation of the creation of a Real Time Crime Center and provide vital support to detectives during their investigation of major crimes. As the first hours immediately following the report of a serious crime are the most critical in any investigation, these dedicated personnel will be available around-the-clock to provide "real-time" investigative support to detectives. Additionally, with the growing use of high-tech applications and systems in investigations, the investigative support personnel will provide immediate technical and analytical expertise to help detectives identify offenders and close cases. The goal of this initiative is to quickly close cases and get dangerous offenders off of the streets and out of the community. **Deadline: September 30, 2014.**

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 automated safety enforcement equipment throughout the District to address locations where safety issues exist, such as speeding, running red lights and stop signs, and failing to stop for pedestrians in crosswalks. Additional enforcement tools will be used to combat commercial motor vehicle violations to protect District infrastructure and improve quality of life issues in neighborhoods. Units designed to detect vehicles failing to clear intersections causing gridlock will improve traffic flow and safeguard pedestrian traffic. These measures will be evaluated to determine the impact on public safety and quality of life issues. Education and outreach will also be expanded. **Deadline: September 30, 2014**

INITIATIVE 1.3: Reduce robbery and theft of small personal electronics by improving data collection for criminal investigations of electronics that are stolen, transported, or trafficked, within the District of Columbia.

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Across the nation, cities are fighting a surge in crimes involving the theft of cell phones and other small personal electronic devices. Criminals often target these devices because they are easy to steal and can easily be converted into cash. As crimes involving the theft and robbery of these devices rise, law enforcement is tasked with evolving its investigative and preventative methods to counter and repress the current trends. This comprehensive effort will support detectives investigating individual crimes by developing investigative leads, new ways to track and recover devices taken in a crime, and preventative strategies for the Department and private citizens to undertake. **Deadline: September 30, 2014.**

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

INITIATIVE 3.1: Complete integration between CCTV, gunshot detection and CAD systems

Complete the integration between the District's closed circuit television (CCTV), gunshot detection, and Computer Aided Dispatch (CAD) systems so that cameras can automatically turn toward gunshot alerts and in the directions indicated by CAD. The integration software is flexible to allow specific directional programming so that an area covered by multiple CCTV can have cameras turn toward likely areas of escape as well as the incident. Playback shortly after the event by the CIC enables critical information to be relayed to on scene supervisors such as the direction of flight for both suspects and witnesses or if they returned to the scene following the police response. This integration will provide a real time advantage to responding units and increase the evidentiary value of the current CCTV system. **Deadline: September 30, 2014.**

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Support Services [10]

SUMMARY OF SERVICES
The Department's Support Services include three bureaus that furthering the agency mission and operational efforts of patrol, investigations, and homeland security. These include:

Strategic Services – integrates recruiting and training with 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 four activities: **Recruiting** – recruits individuals for police officer positions; the **Police Academy –** provides training to MPD recruits and MPD sworn personnel to create a capable, knowledgeable, and professional staff; **Strategic Change –** coordinates strategic planning, government relations, legislative affairs, and performance management; and **Policy and Standards –** develops policies and procedures for the department;

Corporate Support – 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 human resources, fleet management, equipment and supply, and evidence and property control. There are three primary activities: **Office of Human Resource Management –** hires, retains, and makes appropriate duty status determinations for sworn personnel; **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, regulating security officers, and registering firearms.

Internal Affairs – ensures officer accountability through comprehensive investigations of alleged misconduct and uses of force. This division contains the following three activities: **Internal Affairs –** conducts general investigations into allegations of police misconduct and serves as the liaison to the Office of Police Complaints; **Equal Employment Opportunity Commission (EEOC) –** ensures compliance with equal employment opportunity laws and regulations; and **Court Liaison –** coordinates officer appearances related to criminal and traffic cases.

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

> **INITIATIVE 2.1: Enhance the Department's 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

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[10] This Division corresponds to (4001) Strategic Services Bureau, (5001) Corporate Support Bureau, (6001) Professional Development Bureau, and (7001) Assistant Chief Internal Affairs Bureau on MPD's FY 14 Operating Budget and FTEs by Division and Activity (Table FA0-4) in the Operating Budget and Financial Plan (Vol. 2 – Part 1); only (4300) Strategic Change Division and (4500) Policy & Standards Division within (4001) Strategic Services Bureau are included as part of the Support Services Division.

to root out any corruption in the Department by conducting planned audits and random checks, and investigating any intelligence about corruption. In FY 14, Internal Affairs will work with the Office of Risk Management in conducting integrity checks of certain high risk functions, as well as continue with criminal integrity checks and abuses of outside employment and sick leave. **Deadline: September 30, 2014**

INITIATIVE 2.2: Educate officers about ethics and appropriate decision making for officers

The actions of individual officers, whether on or off duty, not only reflect on the entire Department, but can also ruin a promising or otherwise stellar career. Internal Affairs will continue its work to educate officers about the importance of their choices, by both producing a video for officers on the dangers of driving impaired and conducting trainings for new recruits on ethics and misconduct. **Deadline: September 30, 2014**

INITIATIVE 2.3: Continue the recruitment, hiring and training of new recruits to increase the size of the sworn force, as funded by the Department's FY14 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, 2014**

INITIATIVE 2.4: Launch an internal campaign to renew officer focus on professionalism and customer service

Exhibiting a high level of professionalism and delivering excellent customer service are important components of an effective police force with strong community relations. In FY14, MPD will launch an internal initiative to renew focus on these basic yet essential functions. The comprehensive effort will include, among other things, updated training at the Academy and posters and videos featuring MPD members. **Deadline: September 30, 2014.**

OBJECTIVE 3: Improve police service to the public through the integration of the Department's people, technology and business systems. (One City Action Plan, 3.1.3)

INITIATIVE 3.1: Use of the tactical village to enhance training and improve officer performance

The use of the tactical village will support and enhance the level of training and confidence for the new officers. Practical Scenario based labs can be performed in realistic settings which will afford the opportunity to present a situation that requires the officer to multitask. The tactical village will provide recruit officers with a more realistic setting in which to first use the information gained from classroom instruction. Simulated training for professional development of the veteran sworn members will also be enhanced. **Deadline: September 30, 2014**

INITIATIVE 3.2: Launch recruit training on social media, including its importance for effective community policing and investigations, and an MPD officer's personal and legal responsibilities in using it.

The new police recruits joining MPD are more technology savvy than ever before. However, they may not have considered the unique risks of public servants and law enforcement officers using social media and network and, the responsibilities and legal liabilities of a member of MPD as a user. Moreover, using social media to support patrol and investigations may be an entirely new concept for them. These issues and others will be addressed in a new seminar in the Recruit Officer Training Program. In turn, training staff may learn new technology and trends from the recruits. **Deadline: September 30, 2014**

INITIATIVE 3.3: Improve customer service by launching online access to publicly available police documents

Certain police records, such as crime reports, are available to the public. However, they are currently only available by mail or in person at select police facilities. In FY14, MPD will improve access to certain publicly available documents by providing a mechanism for electronic request, payment, and delivery. **Deadline: September 30, 2014**

INITIATIVE 3.4: Enhance awareness on how to retrieve lost/stolen property

Improve public awareness of how to retrieve property seized as part of a criminal investigation but no longer needed for the investigation by improving information on MPD's public website. The new site will include step by step explanation of the process, from seizure to disposition, the type of documentation needed to request the return of the property, and the estimated timeframes. **Deadline: September 30, 2014**

INITIATIVE 3.5: Implement a pilot project to support a Sustainable DC by installing anti-idling devices in vehicles

To further increase the overall fuel economy of the fleet and contribute to a Sustainable DC, MPD will purchase and install fuel-saving devices that allow retrofitted cruisers to operate without having to constantly run the gasoline engine. This pilot project will purchase, install and evaluate two forms of fuel-saving technology. For the Photo Radar (PR) fleet (20 cruisers that park on the roadside to monitor and enforce speed limits in the District), the pilot project will install five (5) on-board battery units that allow constant operation of the vehicles' electronic systems, and five (5) idling controllers that automatically cut the engine off when idling but re-start the engine when the unit detects low battery level. Additionally, MPD will install and evaluate these idling control units on half of the new Ford Police Interceptor vehicles that are coming into service. This technology will aid in fuel savings within this portion of the MPD fleet by allowing mobile units, which are frequently stationary for long periods of time, to operate on-board electronics when not in motion. **Deadline: September 30, 2014**

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KEY PERFORMANCE INDICATORS: Support Services

Measure	FY 2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Projection	FY2015 Projection	FY2016 Projection
Average court overtime hours per arrest	3.23	3.16	3.10 [11]	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
Average daily fleet availability	96.7%	95%	96.2% [11]	95%	95%	95%

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[11] FY 2013 Actual data obtained from the Metropolitan Police Department FY 2013 KPI Manager (as of 10/17/2013)

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Operations/ Agency Management [12]

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. **Research and Analytical Services –** performs crime analysis and research;

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

> **INITIATIVE 1.1: Establish a Nightlife Unit to safeguard patrons in entertainment zones while maintaining the quality of life for area residents.**
> Over the past decade, the District has evolved from what was once commonly considered a commuter city that emptied at night to a city with many thriving nightlife and entertainment areas. This expanding social scene has in turn created a need for increased police attention. By creating a specialized Nightlife Unit, the Department can dedicate staffing for entertainment zones to ensure the city continues to thrive. This approach supports community policing by enabling neighborhood officers to stay on their beat, instead of getting shifted to deal with high-demand entertainment areas. Moreover, rather than being based on police districts, MPD will have the flexibility to assign this cadre of officers to the hottest, highest-demand areas that move around the city as development dictates. These officers will be on foot, bike or Segway, and specially trained to address the common issues and unique challenges of policing nightlife and entertainment areas. **Deadline: September 30, 2014.**

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

> **INITIATIVE 2.1: Establish a private/public partnership for creating a safe city and supporting further growth.**
> The MPD and the D.C. Building Industry Association are collaborating in a unique public-private partnership with the goal of creating a safe city and support further growth. Cities have often approached police services and economic development as two separate issues; however, given how each of those issues impacts the other, it is imperative that we collaborate to make the necessary preparations for future growth. This public-private partnership will increase vital communications between the development community and MPD. As one of its first actions, the group will establish a Development Pipeline that will provide MPD with detailed information on upcoming construction, development, or special events. This allows us to work with builders and developers to review and assess the public safety and security issues of specific development sites and areas. By

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[12] This Division corresponds to (4001) Strategic Services Bureau, (100F) Agency Financial Operations, and (AMP1) Agency Management Program on MPD's FY 14 Operating Budget and FTEs by Division and Activity (Table FA0-4) in the Operating Budget and Financial Plan (Vol. 2 – Part 1); only (4400) Research and Analytical Services Division within (4001) Strategic Services Bureau is included as part of the Operations & Agency Management Division.

undertaking this prudent planning, our goal is to support a thriving city and proactively address the public safety issues that arise from this welcomed growth and development. **Deadline: September 30, 2014**

KEY PERFORMANCE INDICATORS - Operations and Agency Management

Measure*	FY 2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Projection	FY2015 Projection	FY2016 Projection
Change in the number of Homicides [One City Action Plan Indicator 3D][13]	88	79	TBD[13]	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]	10.7%	-5%	-3.5% [14]	-5%	-5%	-5%
% change in DC Code Index property crime*	3.7%	-5%	0.2% [14]	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members*	23.4	2% reduction from previous year	15.3 [14]	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 *	3.7%	10% increase over previous year	9.5% [14]	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)*	TBD[15]	5% reduction from previous year	TBD[15]	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 (1st District)	TBD[15]	TBD[15]	TBD[15]	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (2nd District)	TBD[15]	TBD[15]	TBD[15]	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year

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[13] Calendar year data

[14] FY 2013 Actual data obtained from the Metropolitan Police Department FY 2013 KPI Manager (as of 10/17/2013)

[15] 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.

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Measure*	FY 2012 Actual	FY2013 Target	FY2013 Actual	FY2014 Projection	FY2015 Projection	FY2016 Projection
Average response time (in minutes) to Priority 1 calls (3rd District)	TBD[15]	TBD[15]	TBD[15]	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (4th District)	TBD[15]	TBD[15]	TBD[15]	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (5th District)	TBD[15]	TBD[15]	TBD[15]	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (6th District)	TBD[15]	TBD[15]	TBD[15]	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
Average response time (in minutes) to Priority 1 calls (7th District)	TBD[15]	TBD[15]	TBD[15]	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.