



## **Metropolitan Police Department MPD (FA)**

---

### **MISSION**

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

### **SUMMARY OF SERVICES**

The Metropolitan Police Department provides crime prevention and response through patrol, investigations and homeland security services. The Patrol Services and School Security Bureau delivers community policing to the District's neighborhoods through 56 police service areas in seven police districts, and oversees the provision of security services to the District of Columbia Public Schools. The Investigative Services Bureau investigates violent, property and narcotic crimes and provides forensic support for those cases. The Homeland Security Bureau 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.

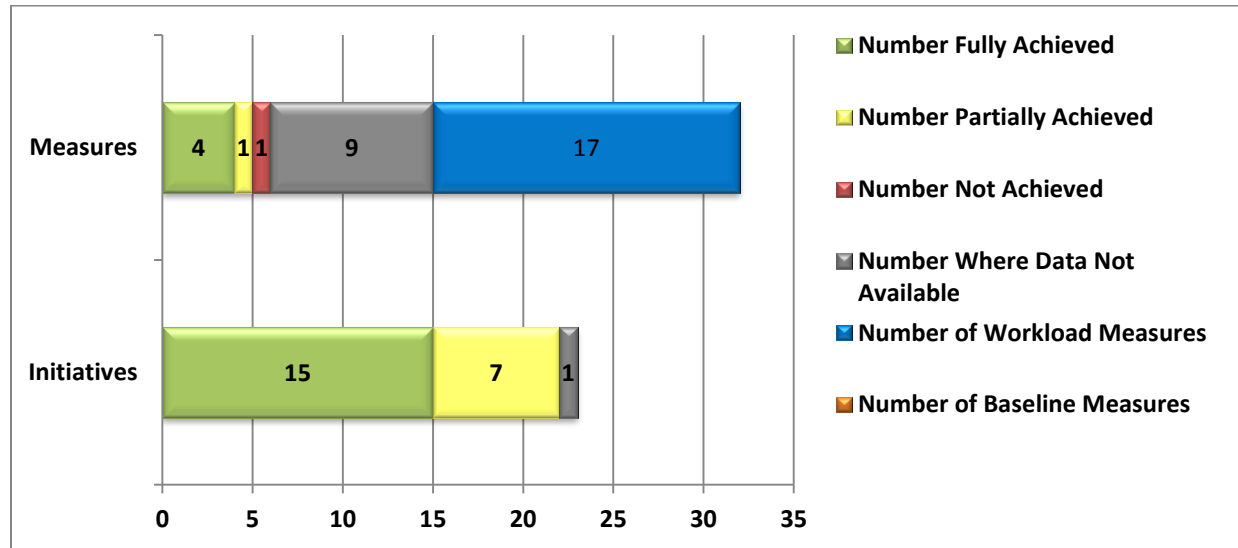
### **ACCOMPLISHMENTS**

- ✓ MPD hired 310 officers.
- ✓ Chief Lanier enlisted support from federal, Senate, and law enforcement leaders to pressure wireless service providers to eliminate the illegal resale market in order to combat robberies.
- ✓ MPD improved service by realigning patrol boundaries.

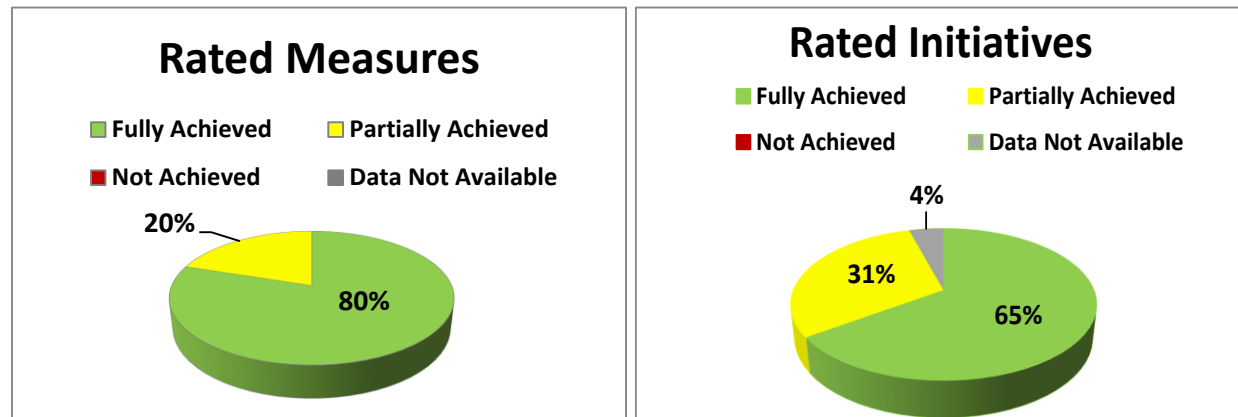


**OVERALL OF AGENCY PERFORMANCE**

**TOTAL MEASURES AND INITIATIVES**



**RATED MEASURES AND INITIATIVES**



**Note:** Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



## Performance Initiatives – Assessment Details


### Performance Assessment Key:

 Fully achieved       Partially achieved       Not achieved       Data not reported

### Homeland Security Bureau


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

##### **INITIATIVE 1.1: Expand use of automated traffic enforcement to improve safety of District roadways**


-  **Partially Achieved.** In the past year, MPD has strategically deployed 15 portable speed enforcement units throughout the District to help reduce speeds overall and the number of traffic accidents with fatalities. These portable units have been deployed at sites where earlier systems could not operate. In addition, the Administration received Council approval for additional automated traffic enforcement technology in September that will be deployed in the coming months.

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

##### **INITIATIVE 2.1: Enhance the law enforcement role in the Washington Regional Threat and Analysis Center to improve information sharing and intelligence analysis**

-  **Partially Achieved.** In FY12 MPD engaged in two planning projects to further define and thereby enhance the law enforcement role in the WRTAC. Coinciding with the transfer of WRTAC hosting responsibilities from MPD to the Homeland Security and Emergency Management Agency (HSEMA), MPD provided law enforcement input to a "Spiral Development" plan. This ongoing project will result in a revised WRTAC Concept of Operations that is consistent with the merger of information/intelligence sharing processes and emergency management activities. Discipline specific annexes can then be drafted to support the redeveloped concept. The MPD began and continues to work with representatives from the other National Capital Region fusion centers and technical experts to write a regional Concept of Operations illustrate how the centers currently coordinate and build a framework for future collaboration.

##### **INITIATIVE 2.2: Expand homeland security efforts to collect Suspicious Activity Reports**

-  **Fully Achieved.** Members of the Metropolitan Police Department's Homeland Security Bureau provided briefings to a number of our public and private partners to discuss emerging threats worldwide and provide them with information on observing and reporting suspicious activity. These partner briefings were provided to a number of organizations to include: several commercial real estate agencies, private security companies, business associations, corporate security and emergency planners, major city employers, government agencies, and District sporting franchises. MPD participated in three briefing sessions for DC government Employees at Constitution Hall and approximately 15 agency specific briefings, and distributed information regarding active shooter response and suspicious activity reporting. The Department hosts a weekly "Partners Briefing" with major city law enforcement agencies such as the Federal Bureau of Investigations, United States Secret Service, United States Capitol Police, METRO Transit Police, and the United States Park Police to share information and suspicious activity reports.



Training videos related to SARS/Active shooter scenarios were prepared and made available to all DC government employees with a concentration on outlining actions employees would take in the event of an active shooter incident. The information increased situational awareness of government employees relating to behaviors that could contribute to the terrorist planning cycle. MPD also evaluated and promoted the use of the web portal iWATCH, a tool that makes reporting suspicious activity effective and efficient by supporting tracking and analysis.

### Investigative Services Bureau

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

##### INITIATIVE 1.1: Improve response to and investigation of vice related complaints

**Partially Achieved.** This initiative was modified in order to improve response to and investigation of vice complaints, while at the same time providing necessary focus in the patrol districts on the most pressing crime issue in the city, robbery. Instead of restructuring the Narcotics and Special Investigations Division (NSID), the initiative was accomplished by providing enhanced training, technical support, and case management assistance to the district vice squads. The district vice units have received enhanced training on topics such as source development and human trafficking. NSID supports the units with periodic case review to help ensure the quality of the investigations to support prosecutions. While improving their investigations, the district vice units have also played a critical role in supporting robbery initiatives.

##### INITIATIVE 1.2: Reduce Crime Scene Search response time

**Fully Achieved.** Improved response times from crime scene investigators supports better investigations and patrol response. Victims are able to resume their activities, evidence is more reliably collected, and patrol officers can return to service more quickly. MPD launched two initiatives in FY12 to improve crime scene response. As an initial matter, the investigators were deployed to support specific geographic areas, reducing dispatches across the city that may delay response time. In addition, reserve crime scene technicians were assigned to handle more minor crimes and events, enabling full-time investigators to respond to the more complex scenes more quickly. Although there is no reliable measure for crime scene investigator response time yet, anecdotal response from patrol officers and detectives indicate that these initiatives have resulted in a noticeably faster response.

### Operations and Agency Management

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

##### INITIATIVE 1.1: Improve delivery of patrol services and protect officer safety by realigning police service boundaries.

**Fully Achieved.** After a year of evaluation, communication, and planning, on January 1, 2012, MPD realigned its patrol district boundaries. The change is an organizational one that provides a more balanced workload across police districts, improved communication, and better managerial oversight of each PSA. As a result of the realignment, the workload is more balanced. Before the realignment, the range between the district with the most calls for service and the one with the least was 5.6 percent. After the realignment, the range was reduced to 2.9 percent. For crime, the range was reduced from 6.5 percent to 4.4 percent.



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

**INITIATIVE 2.1: Strengthen innovative engagement initiatives for youth**

- Fully Achieved.** The Junior Cadet Program, sponsored by the DC Police Foundation, is serving youth at Winston and Seaton. The 40-week curriculum includes lessons on the history, mission and responsibilities of MPD, life skills development, prevention of drug abuse and violent behavior, and academic achievement. The program also includes field trips and events throughout the year. The Junior Cadet Program is taught by MPD School Resource Officers and community partners in business and the nonprofit community. This program serves as a gateway to the MPD Cadet Program by stewarding and keeping students focused on their education and future goals. It builds character, fosters relationships between MPD and the community, and keeps young participants interested in law enforcement. The Junior Police Academy provided 66 students with an opportunity to learn more about how a police department operates. Students were given opportunities to learn more about college, financial aid for college, and careers in criminal justice, politics, law, and law enforcement.

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

**INITIATIVE 3.1: Implement a website for Automated Boat Registration**

- Partially Achieved.** Due to delays in the contracting process, this project is not yet complete. The contract was awarded in August, and significant progress has been made. The Requirements for the Online Vessel Registration System have been completed and development for the supporting code has been initiated. When the system is completed, residents will be able to register boats without having to come to the Harbor location.

**INITIATIVE 3.2: Deploy New Reporting and Analytics Capabilities**

- Partially Achieved.** This contract was awarded in August, so the project is not yet fully achieved. The arrest and crime report analysis have been deployed, with the calls for service functionality in progress. Training for users and the Executive Dashboard is in progress.

**Patrol Services and School Security Bureau**

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

**INITIATIVE 1.1: Enhance truancy enforcement and prevention efforts**

- Fully Achieved.** MPD is an active participant in the Truancy Task Force working to ensure that students are investing in their own future by attending school. The Task Force launched pilot programs at Ballou and Anacostia Senior High Schools, two schools that have historically had high truancy rates. After conducting school walk-throughs with stakeholders, and participating in broader meetings with principals, MPD supported case management with home visits to frequent truants. MPD School Resource and Truancy Officers made more than 800 home visits to DCPS and Charter students, and an additional 567 visits to group homes. Additional Task Force communication efforts targeted parents and the community to ensure both are helping to get kids to and keep them in school.



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

**INITIATIVE 2.1: Enhance community policing to special populations**

**Fully Achieved.** The Metropolitan Police Department is serving an increasingly diverse community, as well as one with an increase in individuals with mental health or drug addiction issues. The Department's Special Liaison Units help to serve diverse communities, with the Asian Liaison, Deaf & Hard of Hearing, Gay and Lesbian, and Latino Liaison Units. These units are supported by Affiliate Officers on patrol throughout the city so that MPD has members trained on specialized issues, including hate crimes and domestic violence, available 24 hours a day, seven days a week. Seventy new volunteer affiliate officers attended a week-long training this year to bring the number of affiliates to 245. Crisis Intervention Officers receive a week of intensive training conducted in partnership with the Department of Mental Health to help identify and respond to individuals in mental health or drug-induced crisis. These officers are able to refer individuals and families to services in the community, and to help de-escalate incidents in the community and schools. Eighty officers attended training this year, bringing the total number of CIO officers to 405.



**INITIATIVE 2.2: Enhance efforts to promote safety at public schools in the District through innovative patrol techniques**

**Fully Achieved.** During the school year 2011-12, MPD began scheduling 15 School Resource Officers (SRO) for an evening shift (12:30 p.m. to 9:00 p.m.). These SROs were able to serve schools with extended school days and to provide SRO service to special events at schools. These SROs were also able to provide afternoon and evening home visits to support families and group homes with students in need. The Department has received excellent feedback for having these officers specially trained in youth issues available for an extended period throughout the day.



**Professional Development and Internal Affairs**

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

**INITIATIVE 1.1: Initiate the recruitment, hiring and training of new recruits to stabilize the size of the sworn force, as funded by the Department's FY12 budget**

**Fully Achieved.** Mayor Gray's FY12 budget enabled MPD to begin hiring new recruits again, an effort critical to maintaining the strength of the force and the safety of District residents. In the past year, MPD both streamlined and strengthened its recruiting and hiring process. For instance, establishing an Applicant Processing Event for mass processing consolidated approximately one-third of the previous hiring process in a one-day event. This reduces the number of applicant appointments, which is very important for out-of-town applicants. It also screens out unqualified candidates earlier in the process, which saves background investigators, polygraph examiners, and medical staff from having to waste time on unqualified or ineligible candidates. The polygraph examination is an important new step in helping to improve the quality of new hires. These improvements and others supported the hiring of 310 officers. Of these, 88 graduated from the Training Academy's 28 week program during FY12 and are now assigned to patrol.



**OBJECTIVE 2: 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**

**Fully Achieved.** During the calendar year, the Internal Affairs Division conducted a total of 25



separate integrity checks. These checks have been random in nature as well as allegation specific. Of the 25 checks, 11 passed, 10 failed and 4 were inconclusive. These types of Integrity Checks have become a routine part of the division's goals and practices.

**INITIATIVE 2.2: Support and reinforce ethical and lawful behavior of officers**

- **Partially Achieved.** The Department is working with retired MPD personnel to attend roll call trainings to discuss ethics, public trust, and potential landmines for a career in law enforcement. A video entitled "Dinner to Dismissal" was filmed in July, is in post-production, and will be available for viewing on line soon. The video targets the issues of alcohol use and abuse and domestic violence.

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

**INITIATIVE 3.1: Ensure compliance by all members with Biennial Physical Requirements**

- **Fully Achieved.** Good health is critical to ensuring that an officer is able to perform their duties efficiently and safely, protecting the officer, his or her colleagues, and the public. In addition, early detection and treatment of health issues results in a faster recovery period and less time lost from work. The Department is on track to successfully complete all Biennial Physicals required in 2012. Officers are required to take their exam before the end of the month in which they were born. Through the end of September, 67 percent of the force has completed their physical, on target for full compliance by the end of calendar year 2012.

**INITIATIVE 3.2: Enhance recruit training for new hires**

- **Fully Achieved.** The Department has revised the lessons plans for the entire Recruit Officer Training Program (ROTP). The training places a greater emphasis on the use of scenario-based lessons. Outside agencies and subject matter experts support the training on many topics in the ROTP. The use of outside presenters and organizations provide recruits with various viewpoints concerning police and community interaction. Stronger relationships and better understanding will benefit the entire community.

**Strategic and Corporate Support Services**

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

**INITIATIVE 1.1: Reduce patrol out of service time by overhauling city regulations related to the private security alarm industry**

- **Partially Achieved.** The Justice Grants Administration issued a grant to the District of Columbia Crime Policy Institute (DCPI), an initiative of the Urban Institute, to work with MPD on a study of and policy options for reducing police response to false alarms. The report highlights that by enacting reform to reduce police response to false alarms, the Department and the city could save the equivalent time of 12 to 18 sworn officers per year. DCPI will be publishing this report in FY13.

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

**INITIATIVE 2.1: Expand Volunteer Services Recruitment and Contributions**

- **Fully Achieved.** During FY2012, Volunteer Services brought on a total of 30 Level II Reserve Corps members, 11 of whom remain in training. Additionally two training courses were held for Level II





Reserve Corps members applying to become armed. A total of 16 members successfully completed the training. Over 40 individuals were selected as Citizen Volunteers and over 80 served as collegiate interns during FY12. Contributions from volunteer members provide more than \$1.2 million in supplemental services.

**INITIATIVE 2.2: Reduce Costs by Modernizing Requirements to Publish Notice in Newspapers**

**Fully Achieved.** The Department advocated for this provision to be included in the *Fiscal Year 2013 Budget Support Act of 2012*, which was enacted by the Council of the District of Columbia in June, and became effective on September 20, 2012. Online publication will provide more effective notice at a lesser cost. In addition, MPD anticipates that there will be members of the public that will still require the ability to access printed lists, so MPD will make one printed copy available at police headquarters for the public to access. This change is expected to save MPD approximately \$90,000 a year.

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

**INITIATIVE 3.1: Transition MPD over to the first phase of its new Records Management System**

**Fully Achieved.** The new LEADS application replaced the Record Management System on September 16, 2012. MPD and several other law enforcement agencies in the District are using the new system for field reporting, arrest, booking, and case management. Additional modules and interfaces will be added over the next few months.

**INITIATIVE 3.2: Implement an online citizen reporting tool to reduce the amount of time an officer is out of service taking a written police report**

**Fully Achieved.** In February 2012, MPD deployed an online police crime reporting tool. With this web tool, residents may submit a report for a variety of non-emergency incidents - such as lost property, theft, destruction of property, and others - that meet certain criteria. This portal allows residents to more easily report non-emergency incidents to the police and promptly print a copy of the police report. The tool also benefits the Department by allowing us to track and efficiently address those incidents in a cost-effective manner and responsibly allocate police resources. More than 1,575 reports have been filed online since inception.

**INITIATIVE 3.3: Improve Efficiency by Consolidating Professional Security Licensing at DCRA**

**Data not available:** The District is still exploring whether primary regulatory responsibility for the security industry should be moved from MPD to the Department of Regulatory Affairs (DCRA), an agency with more expertise and infrastructure to address basic licensing functions. MPD would remain involved with background checks, firearms certifications, and investigations / enforcement of any violations of the governing law and regulations.





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

● Fully achieved    
 ● Partially achieved    
 ● Not achieved    
 ● Data not reported

	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
<b>Homeland Security Bureau</b>								
	1.1	Number of call outs for suspicious packages, vehicles, and bomb threats	199	0		214	Workload measure	Homeland Security Bureau
	1.2	Number of vehicle crash fatalities	34	32.3		25	129.20%	Homeland Security Bureau
	2.1	Number of CCTV recordings retrieved for investigations	796	0		931	Workload measure	Homeland Security Bureau
<b>Strategic and Corporate Support Services</b>								
	3.1	Average Daily Fleet Availability	96.4%	95%		96.22%	101.28%	Agency Management Program
<b>Investigative Services Bureau</b>								
	1.1	Number of hits in CODIS	63	0		68	Workload measure	Investigative Services Bureau
	1.2	Homicide clearance rate <sup>i</sup>	95	75		82		Investigative Services Bureau
	1.3	Clearance Rate for Forcible Rape <sup>i</sup>	86	70		NA	NA	Investigative Services Bureau
	1.4	Clearance Rate for Robbery <sup>i</sup>	19	25		NA	NA	Investigative Services Bureau
	1.5	Clearance Rate for Aggravated Assault <sup>i</sup>	57	60		NA	NA	Investigative Services Bureau
	1.6	Clearance Rate for Burglary <sup>i</sup>	9	10		NA	NA	Investigative Services Bureau
	1.7	Clearance Rate for Larceny - Theft <sup>i</sup>	8	16		NA	NA	Investigative Services Bureau
	1.8	Clearance Rate for Motor Vehicle Theft <sup>i</sup>	2	9		NA	NA	Investigative Services Bureau



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
●	1.9	Percentage of motor vehicle thefts resolved <sup>i</sup>	15%	16%		NA	NA	Investigative Services Bureau
<b>Patrol Services and School Security Bureau</b>								
●	2.3	Average response time to Priority 1 calls for service (in minutes)	5.65	5.37		6.01	89.40%	Patrol Services Bureau
●	2.1	Average Response Time to Priority 1 Calls: 1st District <sup>ii</sup>	NA	NA		5.43	NA	Patrol Services Bureau
●	2.1	Average Response Time to Priority 1 Calls: 2nd District <sup>ii</sup>	NA	NA		6.48	NA	Patrol Services Bureau
●	2.1	Average Response Time to Priority 1 Calls: 3rd District <sup>ii</sup>	NA	NA		5.47	NA	Patrol Services Bureau
●	2.1	Average Response Time to Priority 1 Calls: 4th District <sup>ii</sup>	NA	NA		5.26	NA	Patrol Services Bureau
●	2.2	Average Response Time to Priority 1 Calls: 5th District <sup>ii</sup>	NA	NA		6.58	NA	Patrol Services Bureau
●	2.2	Average Response Time to Priority 1 Calls: 6th District <sup>ii</sup>	NA	NA		6.25	NA	Patrol Services Bureau
●	2.2	Average Response Time to Priority 1 Calls: 7th District <sup>ii</sup>	NA	NA		6.37	NA	Patrol Services Bureau
●	3.1	% change in the number of email accounts on police district listservs	14.6	10		14.64%	146.41%	Patrol Services Bureau
●	2.2	# of Priority 1 Calls for Service	53,242			56,547	Workload measure	Patrol Services Bureau
●	2.4	# of Priority 1 Calls for Service: 1st District	8,225			7,785	Workload measure	Patrol Services Bureau
●	2.5	# of Priority 1 Calls for Service: 2nd District	5,083			5,330	Workload measure	Patrol Services Bureau



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
●	2.6	# of Priority 1 Calls for Service: 3rd District	7,580	Not Applicable		7293	Workload measure	Patrol Services Bureau
●	2.7	# of Priority 1 Calls for Service: 4th District	5,470	Not Applicable		6,981	Workload measure	Patrol Services Bureau
●	2.8	# of Priority 1 Calls for Service: 5th District	7,435	Not Applicable			Workload measure	Patrol Services Bureau
●	2.9	# of Priority 1 Calls for Service: 6th District	9,712	Not Applicable		9,641	Workload measure	Patrol Services Bureau
●	2.1	# of Priority 1 Calls for Service: 7th District	9,750	Not Applicable		10,876	Workload measure	Patrol Services Bureau
<b>Operations and Agency Management<sup>iii</sup></b>								
●	1.1	% change in DC Code Index property crime <sup>iv</sup>	5.3%	-5%		NA	NA	All bureaus
●	1.1	% Change in DC Code Index Violent Crime <sup>iv</sup>	4.9%	-5%		NA	NA	All bureaus
●	2.1	Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	12.2	11.9		15.56	76.50%	All bureaus

<sup>i</sup> All clearance rates are reported on a calendar year basis consistent with national FBI reporting. Except for the homicide clearance rate, most clearance rates are finalized in March, as aligned with reporting to the FBI.

<sup>ii</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.

<sup>iii</sup> All bureaus in the Metropolitan Police Department have a role in the measures listed under the Operations and Agency Management program. Each bureau supports the goal of reducing crime and ensuring that members are conducting themselves at all times in accordance with applicable laws, regulations, and policy. Therefore these measures are listed only once, under this program.

<sup>iv</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.