

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# Metropolitan Police Department FY2020

Agency Metropolitan Police Department

Agency Code FAO

Fiscal Year 2020

## Mission

It is the mission of the Metropolitan Police Department to safeguard the District of Columbia and protect its residents and visitors with the highest regard for the sanctity of human life. We will strive at all times to accomplish our mission with a focus on service, integrity, and fairness by upholding our city's motto *Justitia Omnibus -- Justice for All*.

## Summary of Services

MPD provides crime prevention and response services through patrols, investigations, and homeland security services. The Patrol Services Bureau delivers community policing to the District's neighborhoods through 56 police service areas in seven police districts. The Investigative Services Bureau investigates crimes and provides forensic services for those cases. The Homeland Security Bureau coordinates domestic security and intelligence operations as well as traffic safety and law enforcement support for special events. The Internal Affairs Bureau investigates the use of force, equal employment opportunity violations, and other misconduct and complaints against MPD employees. The Professional Development and Corporate Support Bureaus support the work of the entire department through strategic direction, legislative coordination, policy issuance, recruitment, hiring and training personnel, evidence control, records processing, fleet management, procurement, and other administrative support services.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Since Mayor Bowser's March 11th declaration of a public health emergency in the District of Columbia, MPD has worked to protect the safety of its members and the community it serves while maintaining the continuity of its operations through these unprecedented times.	MPD issued more than 50 policy guidelines and updates to direct member operations during this time. The Department also outfitted more than 3,800 sworn and civilian members with PPE while working with DGS to improve safety at approximately two dozen MPD facilities.	MPD worked with partner agencies in the criminal justice system to modify all operations to safeguard arrestees and colleagues throughout District and federal agencies, while continuing to conduct necessary law enforcement functions to keep our neighborhoods and residents safe.
In January 2020, after several months of work with the DC Office of the Attorney General (OAG), MPD issued new policy governing interactions with juveniles. Through research and collaboration with OAG, MPD identified practices best suited for the District and implemented a number of new guidelines in our policy, including limiting handcuffing or arrests of juveniles on scene whenever possible and encouraging officers to apply for a custody order (a juvenile arrest warrant) when there are no immediate public safety concerns.	The policy enhancements are a reminder to our officers to always treat individuals – regardless of their age – safely, respectfully, and with the best possible service.	The nature and circumstances of contacts with police can have a lasting impression on a young person. These changes will help to improve each interaction, as well as the community relationship with police.
In a year with many challenges, MPD's Summer Crime initiative (SCI) continued to help reduce crime in areas facing longstanding problems with violent crime. When compared to the same period in 2019, the 2020 SCI areas had a 10% decrease in violent crime, a 29% decrease in property crime, and a 25% decrease in overall crime. A total of 118 firearms were recovered in the SCIs.	The SCIs require extensive work from the responsible captains and their team of officers and supervisors. However, the impact on the communities is substantial and worthwhile.	Residents in the SCI areas benefit from increased attention and support from government agencies, such as the Mayor's Office of Community Relations and Services and the Court Services and Offender Supervision Agency that can help to coordinate resources and address underlying issues in a community.

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>1 - Safeguard the District of Columbia and protect its residents and visitors. (10 Measures)</b>												
Percent change in the number of homicides (calendar year)	Annually	-14.1%	37.9%	3.8%	-10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Clearance rate for homicides	Annually	70.7%	66.3%	68.1%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Clearance rate for forcible rape	Annually	72.2%	58.4%	79.8%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Clearance rate for robbery	Annually	35.1%	36%	34.5%	37.8%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Clearance rate for aggravated assault	Annually	59%	60.1%	58.8%	63.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Clearance rate for burglary	Annually	25.1%	26.1%	35.7%	27.4%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Clearance rate for larceny-theft	Annually	11.8%	10.6%	11%	11.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Clearance rate for motor vehicle theft	Annually	4.3%	5.3%	5.5%	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Percent change in DC Code Index violent crime	Quarterly	-26.2%	-8.6%	-0.3%	-5%	-0.9%	0.6%	-18%	-7.1%	-6.8%	Met	
Percent change in DC Code Index property crime	Quarterly	-4.2%	-4.4%	3.3%	-5%	0.1%	2.6%	-31.2%	-27%	-13.9%	Met	
<b>3 - Improve police service to the public through the integration of the Department's people, technology, and business systems. (2 Measures)</b>												
Average daily fleet availability	Quarterly	96.3%	96.5%	96.6%	95%	97%	97.1%	96.9%	96.5%	96.9%	Met	
Average court overtime hours per arrest	Annually	1.8	1.73	1.53	1.7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.09	Met	

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>1 - Patrol Services (1 Measure)</b>							
Number of MPD arrests	32,037	30,590	7511	6953	4134	4270	22,868
<b>1 - Special Operations (2 Measures)</b>							
Number of vehicle crash fatalities	33	26	9	7	10	12	38
Number of Explosive Ordinance Disposal Unit call outs for suspicious packages/vehicles and bomb threats	112	92	14	18	15	26	73
<b>1 - Tactical Information (1 Measure)</b>							
Number of CCTV recordings retrieved for investigations	1831	1979	422	567	678	1173	2840
<b>3 - Court Liaison (2 Measures)</b>							
Number of court overtime hours	55,809	48,894	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25,000
Number of non-court locally funded overtime hours	408,660.3	254,072	Annual Measure	Annual Measure	Annual Measure	Annual Measure	389,480
<b>3 - Human Resource Management (1 Measure)</b>							
Number of police officers hired	347	313	71	78	38	131	318
<b>3 - Police Business (1 Measure)</b>							
Number of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	3446	3717	761	848	996	1999	4604

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Safeguard the District of Columbia and protect its residents and visitors. (11 Activities)</b>			
PATROL DISTRICTS	Patrol Services	Provides focused law enforcement, responds to calls for service, and provides crime prevention services to residents, visitors, and commuters.	Daily Service
CRIMINAL INVESTIGATIONS DIVISION	Criminal Investigations	Investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims.	Daily Service
CRIME SCENE INVESTIGATIONS DIVISION	Crime Scene Investigations	Processes crime scenes and coordinates evidence collection.	Daily Service
NARCOTICS & SPECIAL INVESTIGATIONS DIV.	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.	Daily Service
SPECIAL OPERATIONS DIVISION	Special Operations	Provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District.	Daily Service
INTELLIGENCE DIVISION	Intelligence	Works with local and federal partners to assist with intelligence gathering and dissemination relating to crimes that have been committed, or would possibly be committed, within the District of Columbia.	Daily Service
PATROL SUPPORT DIVISION	Patrol Support	Augments patrol functions by providing additional uniformed personnel to perform patrol functions in various areas and at times areas with higher crime rates, and helps to keep non-patrol members abreast of current tactics and trends related to street patrol.	Daily Service
EXECUTIVE PROTECTION UNIT	Executive Protection	Responsible for the security of the Mayor.	Daily Service
JOINT STRATEGIC & TACTICAL ANALYSIS COMMAND CENTER	Tactical Information	Supports District functions in keeping both the command staff and the community aware, by sending out crime alerts that give timely information about offenses occurring within neighborhoods, and liaises with the Washington Regional Threat Analysis Center and the Capitol Police.	Daily Service
SCHOOL SAFETY DIVISION	School Security	Manages security in all District of Columbia Public and Public Charter Schools and works to reduce juvenile victimization and delinquent behavior.	Daily Service
YOUTH AND FAMILY SERVICES DIVISION	Youth Investigations	Investigates abuse of minors, sexual abuse, internet-related crimes against minors, and human trafficking; processes all juvenile arrestees; and coordinates proactive outreach to community members and youth	Daily Service
<b>2 - Provide the highest quality police service with integrity, compassion, and a commitment to innovation. (9 Activities)</b>			
METROPOLITAN POLICE ACADEMY	Metropolitan Police Academy	provides training to MPD recruits and MPD-sworn personnel to create a capable, knowledgeable, and professional staff.	Daily Service
STRATEGIC CHANGE DIVISION	Strategic Change	Coordinates strategic planning, government relations, legislative affairs, and performance management.	Daily Service
INTERNAL AFFAIRS DIVISION	Internal Affairs	Conducts general investigations into allegations of police misconduct and use of force by MPD-sworn personnel and serves as the liaison to the Office of Police Complaints.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
DIVERSITY AND ADA COMPLIANCE DIVISION	Diversity and ADA Compliance	Ensures that MPD complies with diversity and ADA requirements and regulations.	Daily Service
EXECUTIVE OFFICE OF THE CHIEF OF POLICE	Executive Office of the Chief of Police	Provides management, oversight, and direction for the agency.	Daily Service
COMMUNICATIONS	Communications	Manages media relations and provides information about the events and activities involving the MPD to the residents and visitors of the District of Columbia.	Daily Service
STRATEGIC CHANGE DIVISION	Special Liaison	Provides targeted outreach and specialized response to historically underserved communities.	Daily Service
STRATEGIC CHANGE DIVISION	Policy and Standards	Develops policies and procedures for the department.	Daily Service
JOINT STRATEGIC & TACTICAL ANALYSIS COMMAND CENTER	Research & Analysis	Provides research and analytical services to support innovative policing operations and public safety practices.	Daily Service
<b>3 - Improve police service to the public through the integration of the Department's people, technology, and business systems. (6 Activities)</b>			
COURT LIAISON DIVISION	Court Liaison	Coordinates officer appearances related to criminal and traffic cases.	Daily Service
GENERAL SUPPORT SERVICES DIVISION	General Support Services	Provides support for equipment and supply, evidence and property control, reproduction, and fleet services.	Daily Service
HUMAN RESOURCE MANAGEMENT DIVISION	Human Resource Management	Hires, retains, and makes appropriate duty status determinations for sworn personnel.	Daily Service
RECRUITING DIVISION	Recruiting	Conducts outreach to recruit a diverse and highly qualified workforce, and conducts comprehensive examination and background screening on all prospective applicants.	Daily Service
POLICE BUSINESS SERVICES DIVISION	Police Business	Provides services to the public and the criminal justice community by maintaining police records, regulating security officers, and registering firearms.	Daily Service
INFORMATION TECHNOLOGY	Information Technology	Provides strategic IT vision, leadership, and enterprise solutions that advance the Metropolitan Department mission.	Daily Service

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Criminal Investigations (1 Strategic Initiative)</b>				
Enhance investigations of hate crimes	Provide advanced training on bias-motivated crimes and their investigations to two to three detectives assigned to each patrol district.	Complete	In January, 27 MPD detectives representing each police district attended advanced training on investigations of bias-motivated crimes and cultural issues with investigations. The training was coordinated by MPD's Special Liaison Division, and included presentations or discussion with a hate crime victim, prosecutors, the FBI Hate Crimes Unit, the Anti-Defamation League (ADL), and the Mayor's Offices of Asian and Pacific Islander Affairs, African Affairs, Latino Affairs, and LGBT Affairs.	
<b>General Support Services (2 Strategic initiatives)</b>				
Relocate Metropolitan Police Department Headquarters	The Daly Building, the MPD headquarters located at 300 Indiana Avenue Northwest, needs significant renovation. As part of the multi-year project, offices housed at Daly will be moved to One Judiciary Square and other locations in FY20 and FY21. The FY20 budget of the Department of General Services includes \$14.9 million to fund necessary renovation of the temporary locations and the related moves.	25-49%	DGS continues to seek an Architectural Engineer (A/E) to facilitate design of the new swing space at 441 4th St. NW and 501 NY Ave, NW.  A review committee has been established to review recent bids from responding A/Es. Once an A/E is on board, a definitive move-in schedule will be determined.	DGS will need to explain the delay.
Purchase MPD Vehicles	MPD's FY20 budget includes \$6.7 million to purchase and outfit patrol cars and other police vehicles.	75-99%	The public health emergency created some delays in the supply chain, so not all of the ordered vehicles have been delivered yet. Of the 165 vehicles ordered, 145 have been received thus far. Delivery of the remaining 20 vehicles is expected in November.	Public health emergency.
<b>Metropolitan Police Academy (2 Strategic initiatives)</b>				
Enhance support to community members facing mental health or substance use disorder issues	Provide online training to officers on connecting community members facing mental health and substance use disorder issues with services through the Department of Behavioral Health's (DBH) new Community Response Team (CRT).	Complete	Online training was developed by DBH and MPD to educate officers on connecting individuals in the community with services initiated by DBH.	
Advance training to veteran members to enhance response to victims of domestic violence	Provide advanced training to veteran members on both strangulation and domestic violence in LGBTQ+ relationships.	Complete	In October 2019, MPA provided a daily roll call training on strangulation. In January 2020, MPD provided daily roll call on intimate partner violence in LGBTQ+ relationships. MPD has also worked with Legal Aid to publish a month of daily roll call trainings on domestic violence, to include resources for victims, assessing the primary aggressor, temporary protective orders and civil protection orders, interviewing techniques, and the psychology of domestic violence.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Patrol Services (1 Strategic Initiative)</b>				
Enhance daily connections with the community by increasing regular patrol on foot, bike, Segway, or scooters	Community relationships can be built on small, everyday connections. These are more likely to happen when officers are out of cars, and on foot, bike, Segways, or scooters. In FY20, as the Department continues the drive towards reaching 4,000 officers by FY21, MPD will deploy additional members on regular patrol on foot, bike, Segway, or scooters.	0-24%	Increased patrol deployment on foot, bike, Segway, and scooter beats is currently on hold due to the public health emergency and reduced hiring. In the meantime, the Department has emphasized to its officers continuing to provide strong and innovative service that maintains social distance whenever possible.	Public health emergency and budget cuts.
<b>Patrol Support (1 Strategic Initiative)</b>				
Expand MPD's "Play It Safe" initiative	Expand the Seventh District's "Play It Safe" model by providing a "Play It Safe" trailer to the Sixth District filled with sporting equipment and games to increase opportunities for spontaneous positive engagement between officers and youth.	Complete	This initiative was reimagined due to the public health emergency. The Sixth District partnered with J.C. Nalle Elementary School to work with their students in a variety of virtual forums. Officers are reading with the students, creating dialogue for the youth to discuss issues and concerns, and providing support. They have also supported various special events such as a graduation celebration, food banks and clothing drives for the family of students, virtual sporting activities, and mentorship sessions.	
<b>Recruiting (1 Strategic Initiative)</b>				
Continue the drive to reach 4,000 officers by October 2021	Continue to find effective ways to increase officer recruitment and retention to meet the goal of reaching 4,000 officers by October 2021.	0-24%	The combination of delayed hiring due to the public health emergency and the Council cuts to the FY21 budget means that the target of 4,000 officers is no longer reachable. MPD will continue to strive to provide a high level of professional and compassionate service to our communities, while working with the Administration to determine priorities and alternatives for some calls for service.	Public health emergency and budget cuts.
<b>Special Operations (1 Strategic Initiative)</b>				
Support Vision Zero through enhanced training of MPD officers	Support Vision Zero through enhanced training to patrol members on critical traffic enforcement issues. Expand specialized training on the Standardized Field Sobriety Test, to support enforcement against impaired driving, and on the use of Light Detection and Ranging (LiDAR) to support enforcement against speeding.	Complete	In December, the Office of the Chief Medical Officer provided a 40-hour course on the Intoximeter to expand the necessary certification for impaired driving enforcement. Because in-person classwork, such as is needed for Standardized Field Sobriety training, is limited due to the COVID-19 public health emergency, the focus has been shifted to online training. The Academy launched a Vision Zero online training in Q2, and in Q3 developed an online training module on the use of handheld ticket devices to improve the efficiency and accuracy of traffic enforcement.	