

# Metropolitan Police Department FY2018

**Agency** Metropolitan Police Department

**Agency Code** FA0

**Fiscal Year** 2018

**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.

## 2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Safeguard the District of Columbia and protect its residents and visitors.	10	11
2	Provide the highest quality police service with integrity, compassion, and a commitment to innovation.	0	9
3	Improve police service to the public through the integration of the Department's people, technology, and business systems.	2	6
4	Create and maintain a highly efficient, transparent and responsive District government.**	9	0
<b>TOT</b>		<b>21</b>	<b>26</b>

## 2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
<b>1 - Safeguard the District of Columbia and protect its residents and visitors. (10 Measures)</b>									
Percent change in the number of homicides	<input type="checkbox"/>	1%	-10%	54.3%	-10%	-16.7%	-10%	-14.1%	-10%
Clearance rate for homicides	<input type="checkbox"/>	70.5%	75%	61.7%	75%	69.6%	75%	Data Forthcoming	75%
Clearance rate for forcible rape	<input type="checkbox"/>	56.2%	70%	69.4%	70%	66.6%	70%	Data Forthcoming	70%
Clearance rate for robbery	<input type="checkbox"/>	20.1%	23.6%	19.5%	21.7%	22%	24.4%	Data Forthcoming	Waiting on Data
Clearance rate for aggravated assault	<input type="checkbox"/>	46.7%	49%	43.2%	45.4%	38.9%	42.5%	Data Forthcoming	Waiting on Data
Clearance rate for burglary	<input type="checkbox"/>	11.8%	12.4%	10.9%	11.4%	10.7%	11.2%	Data	Waiting on

	<input type="checkbox"/>							Forthcoming	Data
Clearance rate for larceny-theft	<input type="checkbox"/>	7.7%	16%	6%	14.7%	5.6%	12.9%	Data Forthcoming	Waiting on Data
Clearance rate for motor vehicle theft	<input type="checkbox"/>	1.8%	8%	3.3%	9.1%	2.4%	9.5%	Data Forthcoming	Waiting on Data
Percent change in DC Code Index violent crime	<input type="checkbox"/>	-9.2%	-5%	0.5%	-5%	-0.9%	-5%	-26.2%	-5%
Percent change in DC Code Index property crime	<input type="checkbox"/>	8.4%	-5%	-0.6%	-5%	-6.3%	-5%	-4.2%	-5%
<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	<input type="checkbox"/>	96.2%	95%	96.2%	95%	96.1%	95%	96.3%	95%
Average court overtime hours per arrest	<input type="checkbox"/>	3.1	3	2.7	2.6	2.1	2.1	1.8	1.8

\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
<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	1	1
CRIMINAL INVESTIGATIONS DIVISION	Criminal Investigations	Investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims.	Daily Service	0	0
CRIME SCENE INVESTIGATIONS DIVISION	Crime Scene Investigations	Processes crime scenes and coordinates evidence collection.	Daily Service	0	0
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	0	0
YOUTH INVESTIGATIONS	Youth Investigations	Investigates abuse of minors, sexual abuse, internet-related crimes against minors, and human trafficking; processes all juvenile arrestees;	Daily Service	0	2

DIVISION		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 OPERATIONS DIVISION	Special Operations	Provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District.	Daily Service	2	0
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	0	0
TACTICAL INFORMATION DIVISION	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	1	0
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	0	0
EXECUTIVE PROTECTION UNIT	Executive Protection	Responsible for the security of the Mayor.	Daily Service	0	0
PATROL DISTRICTS	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	0	0

TOT				4	3
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**2 - Provide the highest quality police service with integrity, compassion, and a commitment to innovation. (9 Activities)**

PATROL DISTRICTS	Special Liaison	Provides targeted outreach and specialized response to historically underserved communities.	Daily Service	0	2
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	0	1
STRATEGIC CHANGE DIVISION	Strategic Change	Coordinates strategic planning, government relations, legislative affairs, and performance management.	Daily Service	0	1
POLICY AND STANDARDS DIVISION	Policy and Standards	Develops policies and procedures for the department.	Daily Service	0	0
OFFICE OF RESERACH AND ANALYTICAL SERV	Research and Analytical Services	Provides research and analytical services to support innovative policing operations and public safety practices.	Daily Service	0	0
INTERNAL	Internal Affairs	Conducts general investigations into allegations of police misconduct and	Daily Service	0	0

AFFAIRS DIVISION		use of force by MPD-sworn personnel and serves as the liaison to the Office of Police Complaints.			
DIVERSITY AND ADA COMPLIANCE DIVISION	Diversity and ADA Compliance	Ensures that MPD complies with diversity and ADA requirements and regulations.	Daily Service	0	0
EXECUTIVE OFFICE OF THE CHIEF OF POLICE	Executive Office of the Chief of Police	Provides management, oversight, and direction for the agency.	Daily Service	0	1
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	0	3
<b>TOT</b>				<b>0</b>	<b>8</b>
<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	2	0
GENERAL SUPPORT SERVICES DIVISION	General Support Services	Provides support for equipment and supply, evidence and property control, reproduction, and fleet services.	Daily Service	0	1
HUMAN RESOURCE MANAGEMENT DIVISION	Human Resource Management	Hires, retains, and makes appropriate duty status determinations for sworn personnel.	Daily Service	1	2
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	0	1
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	1	0
INFORMATION TECHNOLOGY	Information Technology	Provides strategic IT vision, leadership, and enterprise solutions that advance the Metropolitan Department mission.	Daily Service	0	1
<b>TOT</b>				<b>4</b>	<b>5</b>
<b>TOT</b>				<b>8</b>	<b>16</b>

2018 Workload Measures

Measure	New	FY 2014	FY 2015	FY2016	FY 2017
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	Measure/ Benchmark Year	Actual	Actual	Actual	Actual
<b>1 - Patrol Services (1 Measure)</b>					
Number of MPD arrests	<input type="checkbox"/>	36,333	31,016	32,865	34,204
<b>1 - Special Operations (2 Measures)</b>					
Number of vehicle crash fatalities	<input type="checkbox"/>	29	17	30	30
Number of Explosive Ordinance Disposal Unit call outs for suspicious packages/vehicles & bomb threats	<input type="checkbox"/>	257	195	218	138
<b>1 - Tactical Information (1 Measure)</b>					
Number of CCTV recordings retrieved for investigations	<input type="checkbox"/>	1202	1371	1285	1379
<b>3 - Court Liaison (2 Measures)</b>					
Number of court overtime hours	<input type="checkbox"/>	113,193	84,281.5	68,906	61,382.8
Number of non-court locally funded overtime hours	<input type="checkbox"/>	277,739	334,204	304,803	272,211.8
<b>3 - Human Resource Management (1 Measure)</b>					
Number of police officers hired	<input type="checkbox"/>	269	281	285	419
<b>3 - Police Business (1 Measure)</b>					
Number of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	<input type="checkbox"/>	1236	1628	1617	1804

## Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Crime prevention awareness for retail establishments	According to the Federal Bureau of Investigations, thefts and theft from autos are the most common crimes in the United States and account for more than sixty percent of all reported crimes. The Metropolitan Police Department recognizes the importance of preventing such crimes through police and community partnership and will launch an awareness campaign for drivers and retail establishments in the District. While concentrating on identifying repeat offenders, the Department will collaborate with retail establishments to enhance security measures against thefts through the camera rebate program and barring notices. In addition,	09-30-2018

and DC drivers	the Department will launch a public campaign to educate the community about theft from auto prevention.	
Launch the Police Expeditioners Program	Many young people consider a career in law enforcement but do not know where to start. In partnership with the Washington DC Police Foundation, the Metropolitan Police Department will launch the Police Expeditioners Program in an effort for youth to learn about law enforcement operations and experience what our police officers do everyday to protect the nation's capital. In this program, middle school and high school students will receive opportunities to experience real life policing such as recreating crime scenes, practicing investigative skills, searching for a missing person in a neighborhood, or assisting a disabled motorist. In addition, the weekly program will offer activities where youth can interact with police officers and peers who share similar interests, build leadership skills, and develop a career path toward becoming a Metropolitan Police Department officer.	09-30-2018
Enhance and expand cultural competency training that focuses on special liaison communities	The Metropolitan Police Department is fully committed to serving all communities including those who are sometimes underserved. Although the Department has a number of officers who receive specialized training on diverse communities and how to best serve them, the Department's goal is to ensure all members are trained to provide the same level of services. In Fiscal Year 18, the Department will create an enhanced cultural competency training module on minority religious communities in the District that will improve the Department's ability to respond to underserved communities and help build greater public trust.	09-30-2018
Extend the Senior Police Officer legislation	Legislation enacted by the Council provides that senior police officers of the rank of sergeant or detective, grade 1, hired by the Metropolitan Police Department can no longer serve in those positions after October 12, 2019, which will result in the loss of up to 60 sworn members. Moreover, recruitment of senior sergeants and detectives will become more difficult as the 2019 end date approaches. The Department's original intent with the legislation was that the departure of these members would be gradual to avoid another steep and disruptive drop off in staffing. In Fiscal Year 18, the Department will seek once again to amend this legislation so that retired officers rehired under this subsection shall serve for a length of time up to five years from their date of hire, rather than having the legislation automatically expire in 2019 regardless of the date of hire.	09-30-2018
Improve response to and services for the deaf and hard of hearing community	The Washington Metropolitan area has one of the largest concentrations of deaf and hard of hearing citizens in the United States. The Metropolitan Police Department is committed to meeting the public safety needs of the deaf and hard of hearing community through effective sign language interpretation. While there are continuous improvements in place, the Department recognizes the need to offer immediate interpretation services 24/7 at crime scenes and emergencies. In Fiscal Year 18, the Department will work with the Office of Contracting and Procurement to restructure the contract for the American Sign Language interpretation services to provide improved response and services to the community.	09-30-2018
Body worn camera expansion	The use of body worn cameras benefits members of the community and the Department by increasing accountability and transparency for individual interactions, and strengthening police community relations. In 2016, the Department deployed more than 2,800 body worn cameras to officers and sergeants in public contact positions in all police districts and other specialized units. The Department is committed to utilizing this technology to safeguard and provide the best service to our residents. In Fiscal Year 18, the Department will expand its body worn camera program to patrol lieutenants and captains.	09-30-2018
Missing Persons Dashboard	The Metropolitan Police Department, in collaboration with other applicable agencies, will develop a Missing Persons Dashboard that will allow the public to visualize and interpret patterns and trends related to missing person cases. The dashboard will enable the user to view missing persons by demographics, geography, days missing, and case status. Also, it will assist in increasing public awareness about missing person cases in the District.	09-30-2018
Establish an at-risk youth mentoring program	In partnership with Big Brothers Big Sisters of America, the Metropolitan Police Department will develop a mentoring program for youth who have previously had multiple missing person reports or the Department has identified could benefit. The Department will solicit volunteers within the agency who will commit to working with their mentee throughout the program. Prior to meeting the mentee, the participating mentors will receive special training in trauma care and victim services.	09-30-2018

Launch the National Museum of African American History and Culture Tour and Discussion for Metropolitan Police Officers	In collaboration with the National Museum of African American History and Culture, the Metropolitan Police Department will expand its existing cultural diversity instruction at the Police Academy to include a tour of the museum and discussion about race and history within the District. This program will serve as an opportunity to increase officers' cultural awareness and knowledge about the community and its history, and in turn better serve District residents.	09-30-2018
Employ innovative recruitment campaigns	In order to hire 360 sworn members in Fiscal Year 18, the Metropolitan Police Department will employ various innovative recruitment strategies to promote the employment opportunities within the Department. First, the Department will contract with a private company to develop an innovative recruitment campaign. The agency will also offer housing assistance to new officers for six months while residing in the District. Finally, the Department will collaborate with the Lab@DC to design other innovative methods to reach out to potential candidates.	09-30-2018
Civilianization	Over the next few years, the Metropolitan Police Department will experience higher retirement rates, 25 years after mass hiring. In order for the Department to maintain a high level of service, particularly as law enforcement agencies around the country struggle to recruit new officers, the agency has been vigorously pursuing a civilianization strategy. This allows the Department to replace sworn members in specific positions with civilians or support them with civilians working on various tasks and responsibilities that can be performed by personnel without police powers. It also helps to professionalize areas of the department by bringing in skilled employees. A commitment to civilianization allows the agency to return officers to operational functions faster than the Department can recruit, hire, and train officers. The long term costs to the city are lower as well because of savings in equipment, uniforms, and ongoing police training. To further support this effort, the Department will hire 10 full time employees in Fiscal Year 18.	09-30-2018
Expand the Cadet Training Program	The Department's Cadet Training Program is designed to prepare the District of Columbia's youth for entrance into the Metropolitan Police Officer Recruit Program. The program helps youth to develop the leadership and analytical thinking skills required to meet the challenges of being problem solvers, service providers, and professionals in the criminal justice system. In Fiscal Year 18, the Department will increase the total Police Cadet program to up to 70 participants to support District residents becoming Metropolitan Police officers.	09-30-2018
Education and awareness campaign focused on bicyclist and pedestrian safety	The District has a well deserved reputation as a bike and pedestrian friendly city. To ensure safety of all travelers, the Metropolitan Police Department will partner with the District Department of Transportation and bicycle and pedestrian groups to develop a comprehensive campaign to promote traffic safety for bicyclists and pedestrians.	09-30-2018
Advisory Neighborhood Commissions Newsletter	The Metropolitan Police Department will issue monthly newsletters to the Advisory Neighborhood Commissions to enhance awareness of public safety events in the city. The newsletter will highlight issues impacting the community, success stories, upcoming events, crime trends, and an overview of the Department's work with the the Advisory Neighborhood Commissions.	09-30-2018
Uniform Upgrade	In Fiscal Year 18, the Department will upgrade the uniform for sworn members, with improved comfort and functionality. The new uniform will address common complaints from patrol officers including the current vest being restrictive and extremely warm during humid summer months. The proposed vest will be made of hybrid materials that permit greater evaporation of sweat and	09-30-2018

	offer ultraviolet protection. The upgraded uniform will also help equalize the weight of the duty belt between the hips and shoulders providing a greater stability and comfort to the officers; this feature will assist in reducing potential medical injuries.	
Renovate Metropolitan Police Department Headquarters and District stations	The Daly Building, located at 300 Indiana Avenue Northwest, functions as the Metropolitan Police Department headquarters and is under procurement as a development project for the Office of Public Private Partnerships. The proposal includes the design, build, finance, and maintenance of the building to house the Department and other government agencies. This plan also includes obtaining approximately 100,000 sq. ft. of swing space to house certain offices during the construction process. In addition, upgrading the five police district stations are in consideration under the Office of Public Private Partnerships. In Fiscal Year 18, Department will continue to provide the necessary support for project completion.	09-30-2018