

Metropolitan Police Department FY2017

FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

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 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 support 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 use of force, potential equal employment opportunity violations, and other complaints against MPD employees. The Strategic Services 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.

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Recruiting DC Residents	At the end of Q4, the Department had 48 participants in the cadet program (28 cadets between the ages of 17 and 20 and 20 cadets between the ages of 21 and 24) which is a 60 percent increase over the same time last year.	Mayor Bowser and Chief Newsham are working to forge greater connections between MPD and District communities, in part by recruiting more District residents. The MPD Cadet Program hires graduates of DC high schools and funds up to 60-college credit hours at the University of the District of Columbia to help District students meet the college requirements to become an MPD officer. In FY17, the Cadet Program was expanded to include participants between the ages of 21 and 24, and the FY18 budget was enhanced to allow the program to grow from 35 participants to 70. By the end of FY17, MPD had 48 cadets: 28 between the ages of 17 and 20, and 20 between the ages of 21 and 24. This represents a 60 percent increase over the same time last year. Additional applicants are in the background process, and MPD is aggressively recruiting for FY18.
Mobile Community Engagement Academy	This program has fostered stronger community relations, greater reach into the public, and an increased dialogue regarding police and community relations.	The Department launched a Mobile Community Engagement Academy, which provides insight into police operations and the role police officers face every day. The MCEAs have been hosted in houses of worship, empowering the 20-30 participants to actively engage in promoting public safety in their neighborhoods. The first MCEA program was in coordination with the Mayor's Office of Latino Affairs and was conducted entirely in Spanish, increasing the effectiveness of the outreach effort. Additional Mobile Academies were conducted in FY17 with the Asian and Pacific Islander communities.
26 percent decrease in violent crime	The Department has continued to implement new crime fighting strategies (e.g., Joint Strategic and Tactical Analytical Command Center) to identify crime patterns and disseminate	In FY17, the number of serious incidents of violent crime was lower than at any point since 2003. The decrease in violent crime was driven by a 31 percent reduction in robberies, a 22 percent drop in homicides and assaults with a dangerous weapon, and a 9 percent decrease in sex abuse. Violent crime decreased throughout the city, ranging from a 9 percent to a 39 percent drop in the seven police districts.

accurate information to proactively prevent and address crimes.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Safeguard the District of Columbia and protect its residents and visitors.
2	Provide the highest quality police service with integrity, compassion, and a commitment to innovation.
3	Improve police service to the public through the integration of the Department's people, technology, and business systems.
4	Create and maintain a highly efficient, transparent and responsive District government. **

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Safeguard the District of Columbia and protect its residents and visitors. (10 Measures)									
Percent change in the number of homicides (measured on a calendar year)	Annually	-10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-14.1%	Met	
Percent change in DC Code Index violent crime	Quarterly	-5	-27.8	-23.5	-29.3	-23.7	-26.2	Met	
Percent change in DC Code Index property crime	Quarterly	-5	0.7	4.3	-6.7	-12.4	-4.2	Unmet	Although MPD did not meet the target, MPD is pleased that there was a significant reduction in serious property crimes in FY17. The 4.2 percent decrease was driven by the 30 percent drop in burglaries, 10 percent reduction in motor vehicle thefts, and 3 percent decrease in theft from autos. The Department began the first two quarters of the fiscal year with increases in property crimes, but was able to interrupt the trend and record reductions of 7 percent in the third quarter and 12 percent in the fourth quarter. In FY18, to further

									reduce property crimes, the Department will collaborate with retail establishments to enhance security measures against thefts and launch a public campaign to educate community about theft from auto preventions.
Clearance rate for homicides (measured on a calendar year)	Annually	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming		
Clearance rate for forcible rape (measured on a calendar year)	Annually	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming		
Clearance rate for robbery (measured on a calendar year)	Annually	24.4%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming		
Clearance rate for aggravated assault (measured on a calendar year)	Annually	42.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming		
Clearance rate for burglary (measured on a calendar year)	Annually	11.2%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming		
Clearance rate for larceny-theft (measured on a calendar year)	Annually	12.9%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming		

Clearance rate for motor vehicle theft (measured on a calendar year)	Annually	9.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming		
3 - Improve police service to the public through the integration of the Department's people, technology, and business systems. (2 Measures)									
Average daily fleet availability	Quarterly	95%	96.4%	96.2%	96.4%	96.2%	96.3%	Met	
Average court overtime hours per arrest	Annually	2.1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.8	Met	

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.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
1 - Patrol Services (1 Measure)						
# of MPD arrests	Quarterly	8163	8139	9179	8723	34204
1 - Special Operations (2 Measures)						
# of Explosive Ordinance Disposal Unit call outs for suspicious packages/vehicles & bomb threats	Quarterly	33	39	33	33	138
# of vehicle crash fatalities	Quarterly	6	8	9	7	30
1 - Tactical Information (1 Measure)						
# of CCTV recordings retrieved for investigations	Quarterly	343	256	357	423	1379
3 - Court Liaison (2 Measures)						
# of court overtime hours	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	61382.8
# of non-court locally funded overtime hours	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	272211.8
3 - Human Resource Management (1 Measure)						
# of police officers hired	Quarterly	101	133	104	81	419

3 - Police Business (1 Measure)

# of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	Quarterly	470	483	453	398	1804
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2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
COMMUNICATIONS (1 Strategic Initiative)				
Expand outreach efforts for communities	The Department will expand communication outreach efforts through increased video production on crime information and department related matters. This content will be shared through social media, website, press releases and list serves to the many communities across the District. Additionally, we will increase content provided in foreign languages.	Complete	MPD increased in-house video production each quarter and produced 113 investigation and awareness / informational videos in FY17, some in multiple languages. MPD partners with the DC Office of Cable Television to co-produce missing persons and unsolved cases videos to disseminate to the public. MPD also hosted radio segments that feature key updates. Moreover, the Department is now active on two additional social media accounts and has exceeded 250,000 combined followers on YouTube, Facebook, Twitter, Instagram, Periscope, and Snapchat.	
CRIMINAL INVESTIGATIONS DIVISION (2 Strategic initiatives)				
Reduce domestic violence incidents in the LGBT community	In efforts to reduce intimate partner violence in the lesbian, gay, bisexual, and transgender (LGBT) community, the Department, in conjunction with the Mayor's Office of LGBT and Questioning Affairs, will focus its partnership with the LGBT community to increase awareness and provide outreach materials and resources to victims of intimate partner violence.	Complete	MPD and the Mayor's Office of LGBTQ Affairs coordinated more than 20 outreach efforts to help raise awareness about domestic violence and MPD's support services in the LGBTQ community. This included a Healthy Relationship Mixer with discussion focused on myths and dynamics about domestic violence, effective communication, and healthy dating.	
Reduce domestic violence in	In FY17, the Department will work with community advocates to target services to repeat domestic violence locations. The members of these households will be contacted and offered	Complete	MPD identified 39 households with a high volume of domestic violence calls and	

households with repeat incidents	education and resources. Furthermore, the Department's PSA lieutenants, Community Outreach Coordinators, and Victim Services Unit will work closely with apartment/condo owners and homeless shelters to communicate with those at risk.		reached out to the victim to proactively offer resources related to hotlines, emergency shelters, legal services, and counseling centers. The calls for service for domestic incidents from these households dropped 70% in the following six months. MPD also conducted outreach at apartment complexes and emergency shelters.	
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EXECUTIVE OFFICE OF THE CHIEF OF POLICE (2 Strategic initiatives)

Conduct research evaluation on body-worn camera	The Metropolitan Police Department is committed to deploying the body-worn camera (BWC) program in a manner that ensures continued evaluation and development. In FY17, the Department and a team of national researchers will analyze the impact of the BWCs on issues such as citizen complaints and use of force. The lessons and findings of this research will benefit DC residents, our police force, and law enforcement agencies and other jurisdictions that are also considering the use of BWCs.	Complete	In FY17, MPD and the Lab@DC designed and completed the largest and most rigorous study of body-worn cameras in the country. MPD is currently developing a communications strategy with the Mayor's Office to present the results in Fall 2017.	
Initiate a mobile Community Engagement Academy	The Department will launch a Mobile Community Engagement Academy, which will provide insight into police operations and the role police officers face every day. This initiative will be hosted by individual houses of worship, offering groups of 20-30 participants and empowering members of the community to engage with the crime they are seeing in their neighborhoods. The initiative will include key themes of the full-length Community Engagement Academy and take the effort on the road to individual houses of worship engaging with parishioners about crime and violence in their neighborhood, in an one eight-hour training session. This program will foster stronger community relations, greater reach into the public, and an increased dialogue regarding police and community relations.	Complete	MPD launched a Mobile Community Engagement Academy, which provides insight into police operations and the role police officers face every day. The MCEAs have been hosted in houses of worship, empowering 20-30 participants to actively engage in promoting public safety in their neighborhoods. The first MCEA was in coordination with the Mayor's Office of Latino Affairs and was conducted entirely in Spanish, increasing the effectiveness of the outreach effort. Additional MCEAs were conducted in FY17 with the Asian and Pacific Islander communities.	

INFORMATION TECHNOLOGY (1 Strategic Initiative)

Deploy Kronos to automate time and attendance	Kronos is an automated time and attendance system that will replace the existing TACIIS program. The new program is efficient in capturing officer work hours and managing leave and personnel resources. Moreover, it will alleviate the need for time attendance clerks, which will put more officers back	75-99%	In FY17, the new automated time and attendance system was built, and initial training and user acceptance review were completed.	The project has encountered integration issues with
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	on the street.			other human resources management systems. The completion date is not yet certain.
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INTERNAL AFFAIRS DIVISION (2 Strategic initiatives)

Expand community outreach regarding police use of force	The MPD strives to ensure that all allegations of use of force are investigated thoroughly and impartially. The Department will host community meetings to help educate citizens on how the Department handles use of force investigations including its principles, policies, and training programs. This open forum meeting will also allow citizens to share concerns and ask questions.	Complete	As one of his first efforts when named Chief of Police, Chief Peter Newsham hosted community forums in all seven patrol districts, and briefed the Mayor's Interfaith Council and the Council of the District of Columbia. The presentation addressed MPD's history regarding use of force, the reforms put in place over the past 15 years, and the different responsibilities of MPD and the USAO when conducting use of force investigations. Our community should be confident that all allegations of use of force are investigated thoroughly and impartially.	
Transform police use of force within MPD	Over the past 18 months and in partnership with law enforcement leaders around the nation, MPD has been actively engaged in redefining how police think about and train on use of force. In FY17, MPD will be implementing the new use of force principles, policies, and training to emphasize necessity and proportionality in response	Complete	MPD has fully integrated the new policies and principles into all training, for both initial recruit and in-service training. MPD follows a calendar year training schedule, and all members will be trained in CY17.	

METROPOLITAIN POLICE ACADEMY (2 Strategic initiatives)

Implement a reality/scenario-based training	The Department will increase the overall effectiveness and professionalism of the agency by implementing a more reality or scenario based training with actual participants from events. In FY17, all recruit classes will receive the new scenario-based education.	Complete	The scenario-based training has been fully implemented. All new recruit classes and Reserve officers are now trained under this curriculum, enabling them to develop greater knowledge and experience before graduation and being assigned to patrol.	
Expand the Field Training Program	The Field Training Program is designed to continue training after members graduate the academy and are assigned to a police district. The program provides on-the-job, practical	Complete	In FY17, the Department advertised and held tutorial sessions about the FTO	

	<p>training to ensure that officers at the Metropolitan Police Academy apply their newly acquired skills and knowledge when working in the community. In FY16, MPD developed a revised training model that better leverages best practices in adult learning. In FY17, MPD will deploy this improved and modernized Field Training Program.</p>		<p>program in all police districts. The agency posted vacancy announcements for members to join the program and is currently undergoing selection process. MPD anticipates launching the program by the end of 2017.</p>	
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NARCOTICS & SPECIAL INVESTIGATIONS DIV. (1 Strategic Initiative)

<p>Develop a joint-agency campaign with the Department of Health that educates the public and other partner agencies about the risks of use and exposure to fentanyl</p>	<p>Nationwide, local and federal law enforcement are becoming more aware of the sometimes fatal risk of the use or handling of fentanyl. The Department will work with the Department of Health (DOH) to provide more information about sound practices to professionals who may come in contact with fentanyl. The DOH will develop a campaign to inform the public about the risks.</p>	<p>Complete</p>	<p>This initiative was expanded to address the broader challenge of opioid abuse in the District. MPD, EOM, and DOH produced a multi-faceted campaign on risks associated with opioid use consisting of video messaging, interviews, community awareness talks, and information sharing for the public.</p>	
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PATROL DISTRICTS (1 Strategic Initiative)

<p>Implement cell-phone theft and synthetic drug-use awareness campaigns for youth</p>	<p>Thefts involving cell phone and synthetic drug-use are activities frequently committed by at-risk youth who may not be aware of the consequences. The Department interacts with at-risk youth every day, in schools, through home visits, and through a wide variety of programs engaging youth from elementary through high school. The Department will incorporate into its many programs with youth an awareness campaign educating youth the dangers and consequences of these criminal activities.</p>	<p>Complete</p>	<p>Throughout FY17, MPD presented cell-phone theft and synthetic drug-use awareness program at group homes, recreation centers, and schools. The Department also shared awareness program in the Summer Youth Employment Camps, Junior Police Cadet Club at Kramer Middle School, Youth Advisory Counsel, STARS Teen Camp Program, and Beat the Streets.</p>	
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RECRUITING DIVISION (1 Strategic Initiative)

<p>Recruiting</p>	<p>MPD will continue to seek to focus on developing a pool of qualified potential police officers from the District by working to expand its cadet program and pre-cadet efforts. The cadet program is an important opportunity for youth in DC to set them on a path to the middle class while supporting the goal of having District residents employed in the public safety sector. Police cadets must have graduated from a District high school. They are employed by MPD in civilian positions working about 20 hours a week, rotating through a variety of assignments to gain a breadth of knowledge about the Department. In addition to paying the cadets for their work, the MPD covers their tuition at the University of the District of Columbia (UDC). MPD is seeking to expand the reach of the program by:</p>	<p>Complete</p>	<p>In FY17, the Cadet Program was expanded to include program participants between the ages of 21 and 24, and the FY18 budget was enhanced to allow the program to grow from 35 participants to 70. By the end of FY17, MPD had 48 cadets: 28 between the ages of 17 and 20, and 20 between the ages of 21 and 24. This represents a 60 percent increase over the</p>	
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	<ul style="list-style-type: none"> Engaging parents and guardians in early planning for youth to participate in the cadet program through targeted outreach. Launching a Public Safety Academy, in partnership with Anacostia High School, to provide students with exciting curricula, work-based learning, and college-credit opportunities to advance their knowledge of the criminal justice system and allow them to explore various careers in law enforcement. Proposing legislation to expand the eligibility criteria for cadets, changing the maximum age of program participants from 20 years of age to 24 years of age. 		same time last year. Additional applicants are in the background process, and MPD is aggressively recruiting for FY18.	
SPECIAL OPERATIONS DIVISION (1 Strategic Initiative)				
Improve officer processing for traffic tickets	MPD will enhance officers' ability to effectively and efficiently prepare and issue traffic Notices of Infraction through an application supported by smart phones issued to every officer who has a body-worn camera. This enhancement will automate ticket preparation, both reducing processing time and improving accuracy.	Complete	The Department has successfully launched the new traffic ticket application. Officers have issued more than 6,900 citations using the application since implementation in July 2017.	
STRATEGIC CHANGE DIVISION (1 Strategic Initiative)				
Launch a web-based resource for DC law enforcement or security professionals	The Department will launch a web page for law enforcement or security professionals working in DC on DC laws and regulations. The web page will be updated weekly with news or answers to questions on issues such as new or frequently misunderstood laws. This will also allow the Department to post new trainings or teletypes.	Complete	The "Security Snapshot: Updates for Security Personnel" webpage went live in September. The webpage, which includes FAQs, new policies, MPD alerts, and job opportunities, is intended to help security personnel be informed about District regulations, laws, and programs. Every other week, the webpage will be updated to include recently enacted legislation, changes in policy, or community needs. Initial topics include information about reporting missing children and gender neutral driver's licenses.	
TACTICAL INFORMATION DIVISION (2 Strategic initiatives)				
Improve the City's CCTV network	The Metropolitan Police Department will work with OCTO to upgrade all public safety cameras across the city in a process that will replace aging network components, simplify and speed up the modification process, and develop the ability to transmit high-quality video to multiple locations. Additionally, the process will enhance the existing support systems through incorporating network and datacenter redundancy, adding capabilities for centralized recording, expanding from a crime camera system to a city security system, and facilitating the secure sharing of cameras with other regional and DC-based agencies as needed.	50-74%	In FY17, MPD and its partner agencies completed a proof of concept pilot and began upgrading the city's network infrastructure to support wireless network access points and high-speed connection to the public safety cameras.	The target date of delivery was adjusted due to a variety of challenges from contractual and environmental issues,

				including building construction and tree overgrowth in certain camera locations. MPD is continuing to work with its partner agencies in order to complete the project.
Expand and grow MPD's real-time analysis and critical response capabilities through the development of the Joint Strategic and Tactical Analytical Command Center (JSTACC)	Over the next two fiscal years, the Metropolitan Police Department will merge its 24/7 situational and critical response center, operational and strategic crime analysis unit, and investigative support unit to form one overarching center known as the Joint Strategic and Tactical Analytical Command Center (JSTACC). The newly developed JSTACC will utilize cutting-edge technology and data-driven approach to identify crime patterns and disseminate timely and accurate information to proactively prevent and address crime in real time. In FY17, MPD will develop a "fusion desk" function within the Command Information Center and Investigative Support Unit to provide timely and accurate situational awareness and operational intelligence to MPD personnel. In the event of a priority incident or emergency, JSTACC personnel will circulate pertinent information to responding officers, detectives, officials, and other need-to-know stakeholders.	Complete	In FY17, MPD successfully merged its situational and critical response center, operational and strategic crime analysis units, and investigative support unit to provide timely and accurate situational awareness and intelligence to MPD personnel. The Department also hired additional criminal research specialists and deployed two members to the Metro Transit Police to improve joint coordination on armed robbery investigations. New technological tools were tested throughout the year to upgrade existing infrastructure.	