Metropolitan Police Department FY2019

Agency   Metropolitan Police Department   **Agency Code**   FA0   **Fiscal Year**   2019

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.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Stop Data Collection: In July 2019, to enhance data collection as part of the NEAR Act, MPD launched changes to police processes and data systems to allow the collection of more data in discrete fields and enable greater data analysis of police stops. In September 2019, MPD published a report on initial findings based on four weeks of data collection.	MPD's new methods of collecting data make more valid, accurate analyses possible in the District. MPD is pursuing both public and private options to support rigorous and independent research.	Transparency around this information is critically important to public trust. This report represents just the first step in sharing the data and using it to improve policing in the District. The data on which the report was based is posted on MPD's website, along with available data from 2010 to 2018. Starting in 2020, MPD will post the new data set online twice a year.
New Uniforms: In FY19, MPD rolled out the new uniform to all members at the rank of sergeant and below. A public campaign was launched highlighting the new uniform.	For officers, these uniforms provide greater comfort and convenience.	For the community, the new uniforms provide information and reassurance. Over the years, different uniforms had evolved for various units of MPD. The variety of uniforms together with the dozens of police agencies in the District meant that it was sometimes hard for the public to identify who was an MPD officer, which can be critically important for an individual. For instance, when dealing with a police officer, District residents should know if the officer is following MPD policy or federal law in regards to marijuana possession or immigration. With the new uniforms and our marketing to familiarize people with them, we hope that the community can more easily identify our MPD officers.
Expanded Cadet Program: MPD completed the four-year expansion of the Cadet Program from fewer than 20 cadets in FY15 to 100 cadets in FY19.	The Cadet Program is a key strategy for recruiting more District residents and more women into the MPD. At the same time that we were recruiting and hiring 59 cadets in FY19, we graduated 23 Cadets from the program who became recruit officers (22) or civilians (1). (The total number of cadets at any one time will fluctuate as new cadets are hired while others graduate from the program.)	MPD's enhanced Cadet Program is one of Mayor Bowser's important long-term investments in developing pathways to the middle class and strengthening police-community relations. Young adults who graduated from a District high school can join MPD's Cadet Program, through which they can work part-time for two years while both learning about MPD and police work and earning up to 60-credit hours at the University of the District of Columbia.

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
1 - Safeguard the District of Columbia and protect its residents and visitors. (10 Measures)											
Percent change in the number of homicides (calendar year)	Annually	-14.1%	37.9%	-10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for homicides	Annually	70.7%	66.3%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for forcible rape	Annually	72.2%	58.4%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for robbery	Annually	35.1%	36%	37.8%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for aggravated assault	Annually	59%	60.1%	63.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Clearance rate for burglary	Annually	25.1%	26.1%	27.4%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for larceny-theft	Annually	11.8%	10.6%	11.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for motor vehicle theft	Annually	4.3%	5.3%	9.6%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percent change in DC Code Index violent crime	Quarterly	-26.2%	-8.6%	-5%	-6.7%	-10.1%	5.6%	9%	-0.3%	Unmet	The target was unmet driven by 16 percent increase in homicides and 5 percent increase in robberies. Overall violent crime saw a -0.3% reduction in FY19 driven by 28 percent drop in sex abuse and 4 percent drop in assault with a dangerous weapon (ADW).
Percent change in DC Code Index property crime	Quarterly	-4.2%	-4.4%	-5%	13.9%	9.1%	1.3%	-8%	3.3%	Unmet	This target was unmet driven by 7 percent increase in thefts. However, burglaries decreased by 11 percent and motor vehicle thefts decreased by 10 percent in FY19.

3 - Improve police service to the public through the integration of the Department's people, technology, and business systems. (2 Measures)

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Average daily fleet availability	Quarterly	96.3%	96.5%	95%	96.3%	96.2%	97.1%	96.8%	96.6%	Met	
Average court overtime hours per arrest	Annually	1.8	1.73	1.7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.53	Met	

4 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.5%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.8%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*The HR management, financial Management, IT policy and FOIA compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measure based on summary-level data from various agencies, and cannot verify the accuracy of any calculations that were made to the source data prior to its receipt by OCA. The 2019 DC Enterprise Data Inventory (EDI), which contains data on "open" data sets published on DC's Open Data Portal, is current as of March 9, 2019. Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

🔽 2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Patrol Services (1 Measure)							
Number of MPD arrests	34,204	32,037	7711	7205	7884	7790	30,590
1 - Special Operations (2 Measures)							
Number of vehicle crash fatalities	30	33	9	3	9	5	26
Number of Explosive Ordinance Disposal Unit call outs for suspicious packages/vehicles and bomb threats	138	112	26	25	24	17	92
1 - Tactical Information (1 Measure)							
Number of CCTV recordings retrieved for investigations	1379	1831	467	469	543	500	1979
3 - Court Liaison (2 Measures)							
Number of court overtime hours	61,382.8	55,809	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48,894
Number of non-court locally funded overtime hours	272,211.8	408,660.3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	254,072
3 - Human Resource Management (1 Measure)							
Number of police officers hired	419	347	70	46	83	114	313
3 - Police Business (1 Measure)							
Number of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	1804	3446	784	1014	1016	903	3717

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Safeguard the District of Columbia and protect its residents and visitors. (11 Activities)			
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
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
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
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
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
2 - Provide the highest quality police service with integrity, compassion, and a commitment to innovation. (9 Activities)			
STRATEGIC CHANGE DIVISION	Special Liaison	Provides targeted outreach and specialized response to historically underserved communities.	Daily Service
METROPOLITAIN 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
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
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
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
3 - Improve police service to the public through the integration of the Department's people, technology, and business systems. (6 Activities)			
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

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Executive Office of the Chief of Police (1 Strategic Initiative)				
Renovate Metropolitan Police Department Headquarters and District stations	Discussions on renovating the Daly Building have been ongoing for more than a decade, with the most promising activity coming now. In FY18, the Request for Qualification and Proposal (RFQP) was released soliciting interested vendors to submit proposals for the renovation project. Decisions on the proposals are expected to be made by the end of FY19. Potential swing space has been identified. MPD will continue to provide all technical and information support to the Office of Public-Private Partnerships (OP3) throughout the project completion.	0-24%	$15.9 million dollars have been dedicated to DGS's FY20 Capital Budget for renovation of swing space. Swing space at One Judiciary Square has been identified for the relocation of some MPD members pending renovation of the Daly Building. Additional swing space will be used for some MPD units. It is anticipated we will be relocating to the swing space in late 2020. MPD is still awaiting next steps from the P3 Group while continuing to provide all technical and information requests needed to support this effort.	This is a multi-year project.
General Support Services (2 Strategic initiatives)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Impoundment Lot Upgrade	MPD will upgrade its impoundment lot to include paving and installation of a new stacking system to address safety and overcrowding. In addition, this initiative will facilitate improved tracking and maintenance of the properties that come into MPD's possession.	0-24%	Design plans for the Blue Plains impoundment lot project are still being finalized. Once final design is approved and necessary permits acquired, a more definitive date can be given for completion of this project. At present, DGS anticipates the project will be completed sometime in late 2020.	Delay in permit acquisition process.
Uniform Upgrade	In FY18, the Department initiated a uniform upgrade project to improve comfort and functionality for the officers. In FY19, MPD will switch to the new uniforms and launch a public campaign to educate the community about MPD's new uniform.	Complete	MPD rolled out the new uniform to all members at the rank of sergeant and below. A public campaign was launched highlighting the new uniform. Prior to the public roll-out, several photo shoots were conducted, and a picture/image calendar was developed to ensure fresh content with all marketing materials through FY19. These photos have been used in the new uniform poster materials in all LEP languages that have been distributed in the ANC Newsletter, email ListServ groups, social media posts, and targeted media interviews. All current recruitment materials have also been updated.	
Human Resource Management (1 Strategic Initiative)				
Cadet Program Expansion	The Department's Cadet Program is designed to prepare 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 problem solvers, service providers, and professionals in the criminal justice system. In FY19, the Department will increase the Police Cadet program to up to 100 participants (increase of 30) to support more District residents becoming MPD officers.	Complete	In FY19, MPD received funding to expand the Cadet Program by 30 Cadets. As of the end of Q4, MPD hired 59 cadets. Since the beginning of FY19, 22 Cadets have transitioned to recruit officer status and one has transitioned to civilian employee status. MPD will continue to recruit prospective Cadets to reach and maintain its staffing level around 100 throughout the year (currently at 95 Cadets). (The total number of cadets at any one time will fluctuate as new cadets are hired while others graduate from the program.)	
Information Technology (1 Strategic Initiative)				
CCTV trailers and light towers	MPD will install CCTV trailers and light towers as funded in the Fiscal Year 2019 budget at the level of $575,000.	Complete	MPD procured and deployed three light towers in the Seventh District and one in the Fourth District. MPD has also procured and configured six CCTV trailers, four of which have already been deployed, replacing existing trailers in need of repair. The two remaining trailers will be deployed by the end of October 2019. These new trailers will enable MPD to further support: (1) locations that do not have established infrastructure, (2) crime initiatives, (3) special events, and (4) emerging crime hotspots.	
Internal Affairs (1 Strategic Initiative)				
Contemporary ethics in policing	MPD will establish a scenario-based training course on contemporary ethics in policing. Through the use of anonymized BWC or actual cases, the training will provide a forum to discuss the most common scenarios or situations that lead to reports of misconduct or complaints and explore the best practices and strategies for how officers can better handle those types of situations. The course will be designed with the goals of improving outcomes with community interactions and educating members on what they can do to avoid the common pitfalls, remain in good standing, and understand the standards related to professional conduct in policing.	25-49%	MPD identified and reviewed body-worn camera footage of incidents that resulted in citizen complaints and footage that depicted positive interactions with citizens, and we are currently designing training based on the selected footage. The training curriculum is still under development, but is anticipated being completed in 2019.	Training curriculum development took longer than anticipated.
Metropolitan Police Academy (2 Strategic initiatives)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Implement competency training on communication with individuals with who have a communicative or linguistic disorder, or are deaf or hard of hearing	In the course of their duties, MPD members may need to communicate with individuals with communicative and linguistic disorders, as well as members of the deaf and hard of hearing community. To improve our service and safeguard community members who may have difficulty speaking or understanding police directions, MPD will collaborate with Howard University and Gallaudet University to train all sworn members on cognitive-communication disorders and our deaf and hard of hearing community as part of the 2019 professional development training.	Complete	MPD partnered with AutismFYI and the Town Hall Education Arts Recreation Campus (THEARC) to build a training on cognitive communicative disorders. They also led a train-the-trainer course to certify Academy instructors, which has been included in the instructors' professional development plan. In addition, MPD developed and deployed an online training with best practices for police interactions with members of the Deaf/Hard-of-Hearing (HOH) community, in collaboration with Gallaudet University and other community partners.	
Evaluation of the Police for Tomorrow Fellowship Program	The Police for Tomorrow Fellowship Program was launched in 2017 where MPD members participated in monthly workshops to discuss topics relating to modern policing such as race, youth and policing, alternatives to arrest, risk, use of force and de-escalation techniques, and homelessness and poverty. The first cohort also completed a capstone community engagement project. In FY19, the Department will conduct a program evaluation and implement lessons learned to the training for all officers in the following year.	Complete	The survey for the evaluation has been designed, and a pre-survey was administered to the current cohort. MPD and our partners at Georgetown Law are also continuing to document lessons learned as part of the qualitative evaluation. Cohort 2 is scheduled to complete training in March 2020. The post-survey will be administered at that time after the conclusion of Cohort 2.	

Narcotics and Special Investigations (1 Strategic Initiative)

Enhance opioid response protocol	MPD's Natural Squad and Narcotics and Special Investigation Division will strengthen coordination to respond to scenes of suspected drug overdose cases and investigate the sources of supply in the event of an overdose death.	Complete	An analysis of suspected drug overdose cases in the past five years has been conducted to determine case volume and trends. New policies and procedures outlining the coordination between MPD's Natural Squad and Narcotics and Special Investigation Division have been issued. Cases are being reviewed on an ongoing basis to determine whether any are suitable for presenting to the US Attorney's Office.	

Patrol Services (2 Strategic initiatives)

Expand Officer Friendly Initiative	In May 2018, MPD relaunched its Officer Friendly Program which focuses on building rapport with elementary school-aged children and fostering a positive and trusting relationship between law enforcement and DC youth. MPD will expand this program in FY19 to more elementary schools and work with the Department of Parks and Recreation and Boys and Girls Club Centers on mentoring and coaching programs.	Complete	The Officer Friendly Initiative has been successfully expanded to all District of Columbia Public Schools (DCPS) elementary schools. MPD also expanded the initiative to the Department of Parks and Recreation (DPR) summer camp program, which brought several camps together at the Bald Eagle Facility. The partnership with DPR allowed MPD to interact with about 150 campers, ages 5 to 12 years old. Additionally, the program was expanded to the Boys and Girls Club during the summer, serving about 125 club members at the Benning Road Club House.	
Affinity Project	The Affinity Project, modeled after a program in Charleston, South Carolina, is designed to strengthen the relationship between law enforcement and the communities they serve by creating healthy communities through all interested and affected people, groups, and organizations partnering together. Professional consultants will facilitate workshops that are tailored to the needs of the District. The workshops will include scenario-based sessions to discuss a variety of perspectives from law enforcement and the community polarity thinking. In order to evaluate the effectiveness of the program, surveys will be conducted before implementation and, again, after its completion.	Complete	MPD leveraged the National Museum of African American History and Culture and the community-based tour program to complete the Affinity project without support from the National Law Enforcement Officers Memorial Fund (key employees involved with the project were separated). We held two pilot workshops between officers and the public, focused on community dialogue and discussion, in collaboration with the University of the District of Columbia Community College. The experience and information from the pilots is being used to refine a program for the 2020 Professional Development Program.	

Research & Analysis (1 Strategic Initiative)

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
STEM Internship	MPD's Joint Strategic and Tactical Analysis Command Center (JSTACC) comprises of various law enforcement disciplines that specializes in providing accurate information and data analyses to support police operations. In FY19, the Department will select five high school students to work with JSTACC analysts during the summer to learn about crime analysis and how MPD utilizes data to prevent and fight crime.	Complete	During the Summer of 2019, MPD selected and hosted nine STEM high school students. Students participated in rotational assignments in our Joint Strategic and Tactical Analysis Command Center (JSTACC) and learned about various law enforcement disciplines that specializes in providing accurate information and data analyses to support police operations. The students participated in weekly internship-type seminars to expand their professional development.	
Youth Investigations (1 Strategic Initiative)				
Arts and Music Partnership Program	Many MPD officers are proficient in arts, dance, musical instruments, and photography. In partnership with the Department of Parks and Recreation, Town Hall Education Arts Recreation Campus (THEARC), and other community organizers, selected officers will share and teach their talents to the city's youth and find platforms to showcase their skills together. Students and officers will also paint a mural on the gym wall of MPD's Youth and Family Services Division.	Complete	MPD's Youth and Family Services Division held a talent show at the Metropolitan Police Academy, allowing local youth to showcase their musical talents to their friends and family. YFSD also collaborated with Code 3 Associates to complete a mural on YFSD's wall. Approximately 30 students, ages 9-10 years old from Plummer Elementary, assisted Code 3's local artist in designing and painting the mural.	