



## **FY 2015 PERFORMANCE PLAN Metropolitan Police Department**

### **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.

### **PERFORMANCE PLAN DIVISIONS**

- Patrol Services Bureau
- Investigative Services Bureau
- Homeland Security Bureau
- Support Services<sup>1</sup>
- Operations & Agency Management<sup>2</sup>

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<sup>1</sup> This Division corresponds to (4001) Strategic Services Bureau, (5001) Corporate Support Bureau, (6001) Professional Development Bureau, and (7001) Assistant Chief Internal Affairs Bureau on MPD's FY 15 Operating Budget and FTEs by Division and Activity (Table FA0-4) in the Operating Budget and Financial Plan (Vol. 2 – Part 1); only (4300) Strategic Change Division and (4500) Policy & Standards Division within (4001) Strategic Services Bureau are included as part of the Support Services Division.

<sup>2</sup> This Division corresponds to (4001) Strategic Services Bureau, (100F) Agency Financial Operations, and (AMP1) Agency Management Program on MPD's FY 15 Operating Budget and FTEs by Division and Activity (Table FA0-4) in the Operating Budget and Financial Plan (Vol. 2 – Part 1); only (4400) Research and Analytical Services Division within (4001) Strategic Services Bureau is included as part of the Operations & Agency Management Division.



## AGENCY WORKLOAD MEASURES

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>
# of arrests	43,919	40,876	42,384
# of court overtime hours	141,797	126,723	113,193
# of non-court locally funded overtime hours	108,439	223,043	277,739
# call outs for suspicious packages	214	219	257
# of CCTV recordings retrieved for investigations	931	1,009	1,202
# of vehicle crash fatalities	25	28	29
# of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	786	1,195	1,236
# of police officers hired	310	300	269



## *Patrol Services Bureau*<sup>3</sup>

### **SUMMARY OF SERVICES**

Patrol Services Bureau – coordinates crime prevention and reduction efforts in the seven police districts. In addition to providing professional and effective patrol services throughout the District, this division responds to all calls for police service. This division contains the following two activities:

- **Patrol Services** – provides focused law enforcement, responds to calls for service, and provides crime prevention services to residents, visitors, and commuters; and
- **Special Liaison Unit (Patrol Support)** – provides targeted outreach and specialized response to historically underserved communities.

**OBJECTIVE 1: Provide the highest quality police service with integrity, compassion, and a commitment to innovation.**

#### **INITIATIVE 1.1: Enhance partnership with the LGBT community (Age-Friendly DC Goal: Domain # 5).**

In December 2011, Chief Lanier asked the Anti-Defamation League, a national leader on the issue of hate crimes, to assist the Department by conducting an impartial review of MPD's hate crimes and community programs, comparing them with programs in other departments in the nation, and identifying any areas that might be strengthened. The Task Force issued its report in February 2014. In the spring of 2015, MPD will complete its work with the community on the most important recommendation of the report by launching an enhanced training curriculum for all of its members on hate crimes and LGBT cultural competency.

**Deadline: February 28, 2015**

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

#### **INITIATIVE 2.1: Deploy Telestaff system to automate officer time and attendance.**

The Department is continually seeking new ways to improve police processes to maximize resources in operations. To automate and streamline time and attendance practices, MPD will deploy the Telestaff system that will allow card/biometric access, time/record keeping of all personnel, automation of leave request and ceiling limits, and tracking of personnel details and assignments. **Deadline: September 30, 2015**

#### **INITIATIVE 2.2: Improve processing of field arrests and alternative release options for minor offenses.**

Using non-custodial field arrests (criminal citations in lieu of custodial arrest) and alternative release options for arrestees can benefit the community, the Department, and arrestees. By using non-custodial field arrests, police officers will be able to spend more time on the street. Moreover, minor arrests will be able to be handled more expeditiously, allowing criminal justice resources to focus on serious and violent offenders. A new law, the *Post-Arrest Process Clarification Amendment Act of 2014*, is projected to become effective in December 2014. It will streamline some of the requirements and processes of arrest and release, allowing MPD and the criminal justice system to make it easier for officers to use non-custodial field arrests, while ensuring appropriate mechanisms are in place to use the tools fairly and consistently with the public. **Deadline: September 30, 2015**

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<sup>3</sup> KPIs for Patrol Services Bureau are shared with Operations and Agency Management



## *Investigative Services Bureau*

### **SUMMARY OF SERVICES**

Investigative Services Bureau – works with the community to solve crimes, helps bring offenders to justice, supports the recovery of victims, and protects witnesses. This division contains the following four activities:

- **Criminal Investigations**– investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims;
- **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;
- **Crime Scene Investigations** – processes crime scenes and coordinates evidence analysis; and
- **Youth Investigations**– investigates abuse of minors, sexual abuse, internet-related crimes against minors, and human trafficking; and processes all juvenile arrestees; coordinates proactive outreach to community members and youth, directs the School Resource Officer program, and manages the security contract for D.C. Public Schools.

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

#### **INITIATIVE 1.1: Improve response to youth violence and recidivism by enhancing Youth Investigative Division's administrative and operational functions.**

In an effort to improve response to youth violence and repeat arrests by juveniles, the Department will develop strategies to modernize and automate the administrative and operational functions of the Youth Investigative Division (YID). The enhancement will ensure information is shared internally as well as with the other law enforcement agencies in order to maximize the District's efforts to reduce youth violence. **Deadline: September 30, 2015**

#### **INITIATIVE 1.2: Establish a Financial and Cyber Crimes Unit within the Special Investigations Branch of the Criminal Investigations Division to investigate crimes facilitated in the cyber realm.**

The Financial and Cyber Crimes Unit (FCCU) will be the primary unit within the MPD that will receive, review, and investigate allegations of crimes that are facilitated within a cyber environment. Additionally, the FCCU will partner with the Federal Bureau of Investigation's Cyber Division and the United States Secret Service's Electronic Crimes Task Force to receive training in the investigation of cyber crimes and to assist in the investigation of criminal allegations that have a multi-jurisdictional and/or international aspect. The FCCU's analytical support team will analyze and review local, national, and international trends in cyber crimes. Crime prevention information will be shared with the public through a variety of communication tools. The FCCU will also assist in developing and implementing internal policy and training. **Deadline: September 30, 2015**



**KEY PERFORMANCE INDICATORS- Investigative Services Bureau**

<b>Measure</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Target</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>	<b>FY 2017 Projection</b>
Clearance rate for homicides <sup>4</sup>	79.8%	75%	TBD <sup>5</sup>	75%	75%	75%
Clearance rate for forcible rape <sup>4</sup>	58.3%	70%	TBD <sup>5</sup>	70%	70%	70%
Clearance rate for robbery <sup>4</sup>	29.4%	+5% or > <sup>6</sup>	TBD <sup>5</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>
Clearance rate for aggravated assault <sup>4</sup>	58.7%	+5% or > <sup>6</sup>	TBD <sup>5</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>
Clearance rate for burglary <sup>4</sup>	9.4%	+5% or > <sup>6</sup>	TBD <sup>5</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>
Clearance rate for larceny-theft <sup>4</sup>	9.4%	+5% or > <sup>6</sup>	TBD <sup>5</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>
Clearance rate for motor vehicle theft <sup>4</sup>	2.6%	+5% or > <sup>6</sup>	TBD <sup>5</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>
% of motor vehicle thefts resolved <sup>4</sup>	18.7%	+5% or > <sup>6</sup>	TBD <sup>5</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>	+5% or > <sup>6</sup>

<sup>4</sup> All clearance rates are reported on a calendar year basis consistent with national FBI reporting.

<sup>5</sup> These figures for calendar year 2014 are not yet available as of the date of this report.

<sup>6</sup> Exceed by 5% the benchmark average clearance rate or previous year's actual, whichever is higher. The current year targets are set each October or November when the FBI releases the previous year's data.



## *Homeland Security Bureau*

### **SUMMARY OF SERVICES**

Homeland Security Bureau – integrates intelligence and operational functions to ensure that the District is well protected and that the government prevents and is prepared to respond to threats and critical incidents. The division also works directly to support patrol operations to reduce crime and fear of crime with specialized patrol and tactical resources, and works constantly to improve information-sharing, process relevant information, and provide actionable intelligence to relevant personnel. This division contains the following two activities:

- **Special Operations** – provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District; and
- **Intelligence Fusion** – seeks to improve information-sharing, process information, and provide actionable intelligence to relevant personnel; and coordinates gang-related and intelligence operations.

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

#### **INITIATIVE 1.1: Reduce robberies, burglaries, and thefts by targeting criminal fencing operations.**

MPD will enhance its effort to reduce robberies, burglaries, and thefts by designing a modern Fencing/Pawn Squad that targets criminal fencing operations. The unit will focus on identifying how stolen properties are fenced or re-sold on the black market. The squad will be responsible for identifying stolen properties from robberies, burglaries, and thefts and developing intelligence that can be used by patrol officers and detectives for prevention strategies and repeat offender identification. **Deadline: September 30, 2015**

#### **INITIATIVE 1.2: Implement all recommendations from the Navy Yard After Action Report.**

After the Navy Yard incident, the Department performed an extensive after-action analysis that reviewed the strengths and weaknesses of the police and emergency response; from the first 911 call through the subsequent investigation. MPD will ensure that all recommendations from the Navy Yard After Action Report are fully implemented. The goal will be to use the lessons learned to improve critical incident response capabilities, which includes improvements to our applicable policies, training, and equipment based on our assessment and the many lessons learned from our response.

**Deadline: September 30, 2015**



## *Support Services*<sup>7</sup>

### **SUMMARY OF SERVICES**

The Department's Support Services include three bureaus that further the agency mission and operational efforts of patrol, investigations, and homeland security. These include:

**Strategic Services** – integrates recruiting and training with program and policy development and strategic analysis and planning to support MPD and the District by identifying and implementing innovative policing and business practices. This division contains the following four activities:

**Recruiting** – recruits individuals for police officer positions; the **Police Academy** – provides training to MPD recruits and MPD sworn personnel to create a capable, knowledgeable, and professional staff; **Strategic Change** – coordinates strategic planning, government relations, legislative affairs, and performance management; and **Policy and Standards** – develops policies and procedures for the department;

**Corporate Support** – oversees the major administrative, technical, and business functions of the department that are critical to keeping the complex and large agency running effectively and efficiently, including human resources, fleet management, equipment and supply, and evidence and property control. There are three primary activities: **Office of Human Resource Management** – hires, retains, and makes appropriate duty status determinations for sworn personnel; **General Support Services** – provides support for equipment and supply, evidence and property control, reproduction, and fleet services; and **Police Business Services** – provides services to the public and the criminal justice community by maintaining police records, regulating security officers, and registering firearms.

**Internal Affairs** – ensures officer accountability through comprehensive investigations of alleged misconduct and uses of force. This division contains the following three activities: **Internal Affairs** – conducts general investigations into allegations of police misconduct and serves as the liaison to the Office of Police Complaints; **Equal Employment Opportunity Commission (EEOC)** – ensures compliance with equal employment opportunity laws and regulations; and **Court Liaison** – coordinates officer appearances related to criminal and traffic cases.

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

#### **INITIATIVE 1.1: Enhance processes to identify and return stolen property, thereby disrupting black markets and criminal enterprises.**

MPD will streamline the Department's databases that store information on recovered and stolen properties. The new database will allow cross referencing of properties against multiple Record Management Systems and identify whether a property was connected to a crime. The Department will also develop a process to search for a stolen property's serial

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number on Craigslist/eBay. The process of sharing photos and detail information of recovered properties to the public will also be improved through updating them on multiple social media platforms. **Deadline: September 30, 2015**

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

**INITIATIVE 2.1: Implement a civilian employee orientation program.**

Civilian employees are critical assets in supporting the mission of the Department. MPD will develop a civilian orientation program that will provide new civilian employees with details on the applicable MPD policies, processes, command structure, and other institutional knowledge. New civilian supervisors will be provided with information on disciplinary process and labor agreements. **Deadline: September 30, 2015**

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

**INITIATIVE 3.1: Implement the Dual Badge Graduate Certification Program.**

In an effort to provide career advancement opportunities for sworn and civilian members, a joint academic graduate certificate program from the American University and George Washington University will be offered to a competitively selected cohort of 18-20 employees from MPD and other law enforcement agencies in the Washington Metropolitan area. Each course will combine theoretical and practical subject matter, giving special attention to high priority law enforcement topics. The 18-month program will begin in spring 2015.

**Deadline: September 30, 2015**

**INITIATIVE 3.2: Enhance the Department's disciplinary process.**

To ensure that the internal disciplinary system is efficiently being used to address willful policy violations and misconduct, MPD will propose a strategy to reduce the use of Incident Summary numbers and administrative investigations when not necessary. The Department will also develop alternative discipline methods to correct performance issues as well as prepare for potential policy changes that will arise from the deployment of body cameras.

**Deadline: September 30, 2015**

**KEY PERFORMANCE INDICATORS: Support Services**

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Average court overtime hours per arrest	3.10	3.04	2.67	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
Average daily fleet availability	96.2%	95%	96.2%	95%	95%	95%





## *Operations/ Agency Management*<sup>8</sup>

### **SUMMARY OF SERVICES**

**Operations and Agency Management** – provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting. **Research and Analytical Services** – performs crime analysis and research;

**OBJECTIVE 1: Improve police service to the public through the integration of the Department's people, technology and business systems.**

**INITIATIVE 1.1: Develop a strategy to implement a pilot for police body cameras to reduce citizen complaints and officer misconduct.**

MPD will develop a strategy to roll out a body camera pilot project that includes: procurement, analysis, distribution, policy, and training development. The focuses of the technology will be to reduce citizen complaints and officer misconduct as well as to improve documentation of serious uses of force and field supervision.

**Deadline: September 30, 2015**

**INITIATIVE 1.2: Strengthen the Department's privacy management practices.**

As technology and data collection tools continuously expand, state and local police departments must be cognizant of a range of current and emerging privacy issues. MPD's Chief Privacy Officer will develop strong privacy policies and ensure protocols are developed concurrently with the implementation of new tools and databases. The Privacy Officer will also strengthen the Department's current privacy management practices and work hand-in-hand with the various divisions, partner agencies, and subject matter experts to ensure a sound and prudent approach to privacy practices. **Deadline: September 30, 2015**

**OBJECTIVE 2: Oversee the implementation of agency-wide priorities.**

**INITIATIVE 2.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)**

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment.

**Completion Date: April 2015**

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### KEY PERFORMANCE INDICATORS - Operations and Agency Management <sup>9</sup>

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of Homicides <sup>10</sup>	104	94	TBD <sup>8</sup>	10% reduction from previous year	10% reduction from previous year	10% reduction from previous year
Percent change in DC Code Index violent crime	-3.5%	-5%	-9.2%	-5%	-5%	-5%
Percent change in DC Code Index property crime	0.2%	-5%	8.4%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	15.3	2% reduction from previous year	14.6	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year

<sup>9</sup> All bureaus in the Metropolitan Police Department are responsible for supporting the agency's three core objectives and four key performance indicators in order to best serve the District of Columbia.

<sup>10</sup> Calendar year data