



# **METROPOLITAN POLICE DEPARTMENT**

## **FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT**

**JANUARY 15, 2023**

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# 1 METROPOLITAN POLICE DEPARTMENT

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*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 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*.

*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 57 police service areas in seven police districts. The Investigative Services Bureau investigates crimes and provides forensic services for those cases and supports victims of crime. 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 Executive Office of the Chief of Police, Professional Development Bureau, Information Technology Bureau and Corporate Support Bureau 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.

## 2 2022 ACCOMPLISHMENTS

| Accomplishment  | Impact on Agency  | Impact on Residents  |
|---|---|--|
| <p>MPD led the effort to develop a Nightlife Task Force to address primarily the U Street nightlife corridor. This Task Force deployed a whole of government approach to tackling increasing challenges associated with this nightlife area with great success. The presence of multiple city services helped decrease patterns of violent crime experienced in this area and showed residents the effects of government working together.</p>  | <p>MPD led the effort to develop this taskforce which helped decrease violent crime in nightlife areas.</p>   | <p>Decreasing patterns of violent crime in nightlife areas is vital to ensuring the safety of the residents of the District of Columbia and demonstrating the effects of government entities working together.</p> |
| <p>A Chief Equity Officer was hired to be responsible for leading the department's efforts in diversity, equity, and inclusion (DEI). She will develop strategies and plans to ensure that DEI issues remain a priority in the department and provide an organizational channel for department-wide accountability.</p>   | <p>In order to ensure the department's continued emphasis on transparency, a professional visionary and strategic thinker who could identify and define equity disparities and develop action plans to make positive impacts on the disparities is crucial.</p> | <p>The hiring of the new Chief Equity Officer is a promise to our members and to our community to transfer excellence in our daily efforts.</p>  |
| <p>The Labor Agreement between the Fraternal Order of Police and MPD was a considerable achievement for all involved. The agreement represents an important step in recognizing the critical contributions of MPD's rank and file to the safety and success of the District. Key provisions in the contract—including a 10 percent raise over three years and a five percent Base Retention Differential at five years—clearly demonstrate Mayor Bowser's support for MPD's union members and are essential tools to support retention and recruitment.</p> | <p>Retention and recruitment of police officers is critical to ensuring the safety of the residents of the District of Columbia.</p>  | <p>This agreement provides essential tools to support retention and recruitment of police officers to ensure the safety of the residents of the District of Columbia.</p>  |

### 3 2022 OBJECTIVES

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| Strategic Objective  | Number of Measures | Number of Operations |
|--|--------------------|----------------------|
| Safeguard the District of Columbia and protect its residents and visitors.   | 10                 | 10                   |
| Provide the highest quality police service with integrity, compassion, and a commitment to innovation.                     | 0                  | 9                    |
| Improve police service to the public through the integration of the Department's people, technology, and business systems. | 2                  | 5                    |
| Create and maintain a highly efficient, transparent, and responsive District government.                                   | 11                 | 0                    |

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## 4 2022 OPERATIONS

| Operation Title   | Operation Description  | Type of Operation |
|---|--|-------------------|
| <b>Safeguard the District of Columbia and protect its residents and visitors.</b>                             |  |                   |
| 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     |
| 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 Services   | Provides focused law enforcement, responds to calls for service, and provides crime prevention services to residents, visitors, and commuters.   | Daily Service     |
| Criminal Investigations   | Investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims.   | Daily Service     |
| Special Operations  | Provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District.  | Daily Service     |
| Intelligence  | Works with local and federal partners to assist with intelligence gathering and dissemination relating to crimes that have been committed, or would possibly be committed, within the District of Columbia.  | Daily Service     |
| Patrol Support  | 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  | Responsible for the security of the Mayor.   | Daily Service     |
| School Safety   | Promotes safety in all District of Columbia Public and Public Charter Schools and works to reduce juvenile victimization and delinquent behavior.  | Daily Service     |
| Narcotics and Special Investigations  | Provides proactive criminal enforcement services so that citizens can live in neighborhoods free from illegal guns, drug-related crime, and adult trafficking and exploitation.  | Daily Service     |
| <b>Provide the highest quality police service with integrity, compassion, and a commitment to innovation.</b> |  |                   |
| Research & Analysis   | Provides research and analytical services to support innovative policing operations and public safety practices.   | Daily Service     |
| Executive Office of the Chief of Police   | Provides management, oversight, and direction for the agency.  | Daily Service     |
| 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     |
| Metropolitan Police Academy   | provides training to MPD recruits and MPD-sworn personnel to create a capable, knowledgeable, and professional staff.  | Daily Service     |

(continued)

| Operation Title   | Operation Description   | Type of Operation |
|---|---|-------------------|
| Strategic Change  | Coordinates strategic planning, government relations, legislative affairs, and performance management.  | Daily Service     |
| 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  | Ensures that MPD complies with diversity and ADA requirements and regulations.  | Daily Service     |
| Special Liaison   | Provides targeted outreach and specialized response to historically underserved communities.  | Daily Service     |
| Policy and Standards  | Develops policies and procedures for the department.  | Daily Service     |
| <b>Improve police service to the public through the integration of the Department's people, technology, and business systems.</b> |   |                   |
| Court Liaison   | Coordinates officer appearances related to criminal and traffic cases.  | Daily Service     |
| Human Resource Management   | Hires, retains, and makes appropriate duty status determinations for sworn personnel.   | Daily Service     |
| Recruiting  | Conducts outreach to recruit a diverse and highly qualified workforce, and conducts comprehensive examination and background screening on all prospective applicants.       | Daily Service     |
| Information Technology  | Provides strategic IT vision, leadership, and enterprise solutions that advance the Metropolitan Department mission.  | Daily Service     |
| Records   | Provides services to the public and the criminal justice community by maintaining police records and registering firearms.  | Daily Service     |

## 5 2022 STRATEGIC INITIATIVES

In FY 2022, Metropolitan Police Department had 8 Strategic Initiatives and completed 50%.

| Title  | Description  | Completion to Date | Update   | Explanation for Incomplete Initiative |
|--|--|--------------------|--|---------------------------------------|
| Automate some standard communication with victims of crime | Currently, collating and disseminating critical but standard information (report number, relevant points of contacts, service providers, regular updates, etc.) to victims can be a manual and time-consuming process that involves compiling information from different sources. Given the pace of technology and communications today, most community members expect immediate responses and acknowledgement which can be logistically difficult given the manual process. MPD will procure a software-as-a-service to automate this process, improving customer service and alleviating the significant workload on the investigative teams as staffing drops and workload increases. | Complete           | Messaging language is being drafted and go-live is expected in FY23.   |                                       |
| Establish a well-being framework for MPD officers          | MPD's newly hired Director for Well-being Support will develop a comprehensive wellness strategy to focus on health outcomes and health behaviors to support officers in coping with the challenges and sometimes unique stresses of law enforcement.  | Complete           | During Q4, 144 wellness checks were conducted on officers who sustained an injury or illness on duty, bringing the wellness check total to 571 since July 1, 2021. An internal wellness website was launched. The first cohort of Chaplains completed initial training and the second selection process for additional Chaplains was completed. A pilot training on suicide prevention was delivered to 270 members. |                                       |



|  |  |          |   |  |
|--|--|----------|---|--|
| Commission an organizational health assessment on equity | MPD will work with a national organization to conduct an organizational health assessment to review MPD's policies and practices related to diversity, inclusion, and equity in multiple areas, including race, gender, and sexual orientation, in functional domains such as recruiting and training, supervision, promotional processes, EEO processes, and internal investigations. External to the agency, the review will focus on the delivery of police services and ensuring unbiased policing efforts. The review will include a specific focus on extremism, hate speech, and white supremacy - assessing processes and practices to eliminate the impacts of each within the Department. A report on this assessment will be made public. | 75-99%   | The Federal Workplace Survey was administered. PERF's final report with recommended actions is expected in late November/early December 2022.   | PERF's final report with recommended actions is expected in late November/early December 2022. |
| Launch a pilot of e-bikes for patrol officers            | During FY22, MPD will purchase a limited number of e-bikes with the necessary infrastructure at each of the 7 district stations as well as at the Metropolitan Police Academy.   | Complete | The Department is in receipt of the 23 bikes covered by the FY22 funding. Bikes are deployed to each district and to the Community Focused Patrol Unity.  |  |
| Build a new Seventh District police station              | The FY22 capital budget funds the construction of a new police station in the Seventh Police District (Ward 8) to replace the outdated building. This investment supports both the health and safety of employees while providing a modernized facility for use by the community. In FY22, DGS and MPD will complete the design phase of the project and submit regulatory permits.  | 0-24%    | This project continues to be in development and the RFP for design services is expected to go out before the end of CY2022.   | The initiative is in development and continues to progress.                                    |
| Expand the Cadet Program                                 | Increase the size of the Cadet Corps from 100 to 150 cadets, with one-third of new hires being from Ward 7 or 8.   | 50-74%   | As of September 30th, 71 new cadets had been hired in FY22, 60% of which were from Wards 7 or 8. FY22 ended with 96 cadets, 49 of which are women. On October 19, 2022, Mayor Bowser and Chief Contee opened a new Cadet Training Center. The Cadet Corps has increased recruitment engagements including workshops, job fairs, and focused outreach and has collaborated with the Special Liaison Branch and School Safety Division to reach various communities in all Wards. | This initiative continues to progress  |

|  |  |          |   |   |
|--|--|----------|---|---|
| Procure a new police helicopter                  | The FY22 budget funds a replacement for MPD's 20-year-old helicopter with a new model that provides enhanced safety features, ensuring the safety of its operators and the availability of this critical tool for District residents. In FY22, MPD will conduct the procurement process, with delivery likely in FY23.   | 25-49%   | OCP has not finalized the package for Council review as of Q4.  | This initiative is expected to be delivered in FY23 and is currently pending OCP. |
| Hire a Behavioral Health Initiatives Coordinator | Hire an MPD Behavioral Health Initiatives Coordinator to help strengthen collaboration between MPD, the Department of Behavioral Health (DBH), and other government and community partners to best serve the needs of District residents facing behavioral health challenges. This includes aligning policies and practices and developing and supporting training for the 911 Alternative Response project with DBH and the Office of Unified Communications (OUC). | Complete | The BHIC attended two conferences focused on crisis intervention and crisis models and is collaborating with DBH to implement lessons learned. Additionally, the BHIC continues to participate in behavioral health-focused interagency working groups. |   |

## 6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

| Measure   | Directionality | FY 2020 | FY 2021 | FY 2022 Target | FY 2022 Q1     | FY 2022 Q2     | FY 2022 Q3     | FY 2022 Q4     | FY 2022         | Was 2022 KPI Met? | Explanation of Unmet KPI   |
|---|----------------|---------|---------|----------------|----------------|----------------|----------------|----------------|-----------------|-------------------|--|
| <b>Safeguard the District of Columbia and protect its residents and visitors.</b> |                |         |         |                |                |                |                |                |                 |                   |  |
| Clearance rate for homicides  | Up is Better   | 68.7%   | 69.5%   | 75%            | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Waiting on Data |                   | Calendar year measure.   |
| Clearance rate for forcible rape  | Up is Better   | 67.4%   | 64.9%   | 70%            | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Waiting on Data |                   | Calendar year measure.   |
| Clearance rate for robbery  | Up is Better   | 39.5%   | 32.1%   | 33.7%          | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Waiting on Data |                   | Calendar year measure.   |
| Clearance rate for aggravated assault   | Up is Better   | 58.1%   | 53.3%   | 55.9%          | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Waiting on Data |                   | Calendar year measure.   |
| Clearance rate for burglary   | Up is Better   | 33.3%   | 28.4%   | 29.8%          | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Waiting on Data |                   | Calendar year measure.   |
| Clearance rate for larceny-theft  | Up is Better   | 8.8%    | 8.7%    | 9.1%           | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Waiting on Data |                   | Calendar year measure.   |
| Clearance rate for motor vehicle theft  | Up is Better   | 6.5%    | 8.6%    | 9%             | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Waiting on Data |                   | Calendar year measure.   |
| Percent change in DC Code Index violent crime                                     | Down is Better | -6.8%   | 4.5%    | -5%            | 0.2%           | 24.8%          | -3.6%          | -16.8%         | -1%             | Unmet             | In FY 2022, the city initially struggled with rising crime, in part because of the return to more normal interactions in public space after the pandemic. By the spring, strategies to address crime, especially violent gun crime, began to have an impact in changing the trajectory. The city has now had decreases these index crimes in three consecutive quarters: the 3rd and 4th quarters of FY22 and the 1st quarter of FY23. |

Key Performance Indicators (continued)

| Measure   | Directionality | FY 2020 | FY 2021       | FY 2022 Target | FY 2022 Q1     | FY 2022 Q2     | FY 2022 Q3     | FY 2022 Q4     | FY 2022 | Was 2022 KPI Met? | Explanation of Unmet KPI   |
|---|----------------|---------|---------------|----------------|----------------|----------------|----------------|----------------|---------|-------------------|--|
| Percent change in DC Code Index property crime  | Down is Better | -13.9%  | -7.8%         | -5%            | 5.3%           | 8.3%           | -5.7%          | -6.8%          | -0.7%   | Unmet             | In FY 2022, the city initially struggled with rising crime, in part because of the return to more normal interactions in public space after the pandemic. By the spring, strategies to address crime, especially violent gun crime, began to have an impact in changing the trajectory. The city has now had decreases these index crimes in three consecutive quarters: the 3rd and 4th quarters of FY22 and the 1st quarter of FY23. |
| Percent change in the number of homicides (calendar year)   | Down is Better | 19.3%   | Not Available | -10%           | Annual Measure | Annual Measure | Annual Measure | Annual Measure | -10%    | Met               |  |
| <b>Improve police service to the public through the integration of the Department's people, technology, and business systems.</b> |                |         |               |                |                |                |                |                |         |                   |  |
| Average daily fleet availability  | Up is Better   | 96.9%   | 96.3%         | 95%            | 96%            | 95.8%          | 95.2%          | 95.1%          | 95.4%   | Met               |  |
| Average court overtime hours per arrest   | Down is Better | 1.09    | 0.22          | 1.7            | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 0.76    | Met               |  |

Workload Measures

| Measure  | FY 2020 | FY 2021 | FY 2022 Q1     | FY 2022 Q2     | FY 2022 Q3     | FY 2022 Q4     | FY 2022 |
|--|---------|---------|----------------|----------------|----------------|----------------|---------|
| <b>Patrol Services</b>   |         |         |                |                |                |                |         |
| Number of MPD arrests  | 22,868  | 17,524  | 3972           | 3895           | 4164           | 4490           | 12,549  |
| <b>Special Operations</b>  |         |         |                |                |                |                |         |
| Number of vehicle crash fatalities   | 38      | 38      | 10             | 11             | 6              | 7              | 24      |
| Number of Explosive Ordinance Disposal Unit call outs for suspicious packages/vehicles and bomb threats                              | 91      | 93      | 17             | 8              | 16             | 14             | 38      |
| <b>Tactical Information</b>  |         |         |                |                |                |                |         |
| Number of CCTV recordings retrieved for investigations   | 2840    | 3902    | 944            | 869            | 1193           | 1867           | 3929    |
| <b>Court Liaison</b>   |         |         |                |                |                |                |         |
| Number of court overtime hours   | 25,000  | 3802    | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 12,626  |
| Number of non-court locally funded overtime hours  | 389,480 | 269,581 | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 430,374 |
| <b>Human Resource Management</b>   |         |         |                |                |                |                |         |
| Number of police officers hired  | 318     | 103     | 61             | 87             | 56             | 50             | 193     |
| <b>Records</b>   |         |         |                |                |                |                |         |
| Number of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers) | 4604    | 6909    | 2397           | 1648           | 1550           | 1877           | 5075    |