

Metropolitan Police Department FY2018

▼ FY2018 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

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.

▼ FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
8.6% reduction in serious violent crime	This drop follows a 26 percent reduction in serious violent crime in FY2017. The 8.6 percent reduction was driven by an 11 percent reduction in assault with a dangerous weapon, 11 percent reduction in sex abuse, and 8 percent reduction in robberies. Sixth District had the highest reduction at 19 percent followed by the First District (13 percent reduction) and the Third District (10 percent).	MPD continues to prioritize violent crime reduction as the most critical of its services. Every sworn and civilian employee knows that there is no role more vital than preventing anyone in the District from becoming a victim of serious violent crime.
Launched the Pre-Arrest Diversion Program (PAD)	MPD, in partnership with the Department of Behavioral Health (DBH) and the Department of Human Services (DHS), launched a pre-arrest diversion pilot program in the summer of 2018. This people-focused program is based on the recognition that hundreds of individuals facing mental illnesses and substance use disorders in the District are involved in some way with our criminal justice system. We are working together to find ways to treat the underlying issues rather than perpetuating a cycle of arrest, incarceration, release, and re-arrest. Under this program, MPD	While the impact on MPD is still relatively small to match the current scale of the program, awareness of the potential in PAD is growing. Involved officers have felt a sense of satisfaction and hope at being able to connect residents with acute needs with a program that can ensure they are receiving appropriate services. When briefed on a success story, one commander said: "Sometimes I do wonder how effective we are, and this answers that question. This is really great to see." An assistant chief noted, "Stories like this remind me of why I do this job!"

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
	<p>makes connections to DBH for people committing certain minor offenses while exhibiting signs of mental illness or substance use disorder. The pilot launched in Gallery Place in Ward 2 and Starburst Plaza in Ward 5, both areas where we know the status-quo cycle is not working.</p> <p>The District already offers a robust set of service offerings. But rather than duplicating services, this pilot focuses on outreach and service system navigation. Once individuals decide to participate in the program and are accepted, DBH conducts an assessment to create a service plan. Program staff collaborate with community-based providers to conduct ongoing assessments and referrals, once individuals are placed. Participants in pre-arrest diversion also receive support from peer mentors who have lived experience with behavioral health challenges. The program currently serves 50 full participants, and approximately two dozen people needing one-time, less intensive support.</p>	
Partnership with National Museum of African American History and Culture	This program features a guided tour of the NMAAHC; a lecture on Black history and culture as well as a discussion on race and policing; and traces the history of the policing profession, particularly with respect to African Americans in the U.S. and in the District. By teaching members this history, we hope to equip our members with a better understanding of the community's perspective, enabling them to engage more effectively and build trust with the communities we serve.	MPD developed a new training program for all civilian and sworn employees in partnership with the University of the District of Columbia at the National Museum of African American History and Culture (NMAAHC). Officers have found the program informative and meaningful, describing it as eye-opening and very worthwhile. In particular, officers noted the new perspective offered by the program, which delves into critical race theory and the historical relationship between African Americans and law enforcement. Officers also mentioned their appreciation for the many contributions of African Americans to the United States, as well as the rich history of African Americans here in the District. MPD is working with the Lab @ DC to conduct an evaluation to assess the program, which will help to better understand the impact and inform future programming.

2018 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.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Safeguard the District of Columbia and protect its residents and visitors. (10 Measures)									
Percent change in DC Code Index property crime	Quarterly	-5%	-16.5%	-7.9%	-7.3%	15.6%	-4.4%	Unmet	MPD is pleased that there was a significant reduction in serious property crimes in FY18, although a little short of the target. The 4.4 percent decrease was driven by 12 percent drop in burglaries. In addition, MPD focused its efforts on reducing thefts and theft from autos by collaborating with retail establishments to enhance security measures and launching a public campaign to educate community about theft from auto prevention. Both theft from autos and thefts decreased by 4 percent in FY18.
Percent change in the number of homicides	Annually	-10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for homicides	Annually	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for forcible rape	Annually	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for robbery	Annually	36.9%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for aggravated assault	Annually	62%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for burglary	Annually	26.4%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for larceny-theft	Annually	12.4%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Clearance rate for motor vehicle theft	Annually	8.9%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percent change in DC Code Index violent crime	Quarterly	-5%	-12%	-12%	-1.8%	-8.2%	-8.6%	Met	
3 - Improve police service to the public through the integration of the Department's people, technology, and business systems. (2 Measures)									

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Average daily fleet availability	Quarterly	95%	96.4%	96.8%	96.5%	96.2%	96.5%	Met	
Average court overtime hours per arrest	Annually	1.8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.7	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.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Patrol Services (1 Measure)						
Number of MPD arrests	Quarterly	8067	7994	7977	7999	32,037
1 - Special Operations (2 Measures)						
Number of vehicle crash fatalities	Quarterly	6	8	7	11	32
Number of Explosive Ordinance Disposal Unit call outs for suspicious packages/vehicles & bomb threats	Quarterly	27	29	30	26	112
1 - Tactical Information (1 Measure)						
Number of CCTV recordings retrieved for investigations	Quarterly	378	338	571	544	1831
3 - Court Liaison (2 Measures)						
Number of court overtime hours	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	55,809
Number of non-court locally funded overtime hours	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	408,660.3
3 - Human Resource Management (1 Measure)						
Number of police officers hired	Quarterly	93	77	99	78	347
3 - Police Business (1 Measure)						

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Number of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	Quarterly	442	853	1088	1063	3446

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
COMMUNICATIONS (3 Strategic initiatives)				
Crime prevention awareness for retail establishments and DC drivers	According to the Federal Bureau of Investigations, thefts and theft from autos are the most common crimes in the United States and account for more than sixty percent of all reported crimes. The Metropolitan Police Department recognizes the importance of preventing such crimes through police and community partnership and will launch an awareness campaign for drivers and retail establishments in the District. While concentrating on identifying repeat offenders, the Department will collaborate with retail establishments to enhance security measures against thefts through the camera rebate program and barring notices. In addition, the Department will launch a public campaign to educate the community about theft from auto prevention.	Complete	The Department successfully organized multiple theft and theft from auto awareness campaigns via: (1) infographics and community messaging contents on various social media platforms' (2) Patrol Chiefs participating in radio show to discuss crime prevention; (3) joint press conference with the Mayor's Office to further promote the security camera rebate program; (4) providing training to BID leadership and retail establishments; and (5) information sharing at community meetings. The fiscal year ended with four percent reduction in theft and theft from autos.	
Education and awareness campaign focused on bicyclist and pedestrian safety	The District has a well-deserved reputation as a bike and pedestrian friendly city. To ensure safety of all travelers, the Metropolitan Police Department will partner with the District Department of Transportation and bicycle and pedestrian groups to develop a comprehensive campaign to promote traffic safety for bicyclists and pedestrians.	Complete	In partnership with local organizations and community advocates, MPD participated in a traffic safety symposium to discuss bicycle and pedestrian safety. Furthermore, through the Street Start campaign, MPD continued to promote messaging via social media, radio, and television appearances. Department members also participated in district level community bike rides to discuss safe biking habits.	
Advisory Neighborhood Commissions Newsletter	The Metropolitan Police Department will issue quarterly newsletters to the Advisory Neighborhood Commissions to enhance awareness of public safety events in the city. The newsletter will highlight issues impacting the community, success stories, upcoming events, crime trends, and an overview of the Department's work with the the Advisory Neighborhood Commissions.	Complete	A total of four Advisory Neighborhood Commission newsletters were published in FY18 covering topics from each quarter. Contents included Summer Crime Prevention Initiative results, MPD members' hurricane relief efforts in Puerto Rico, Community Engagement Academy, Beat the Streets, relaunch of the Officer Friendly program in DCPS, pedestrian and	

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			bicycle safety, and back-to-school initiatives.	
EXECUTIVE OFFICE OF THE CHIEF OF POLICE (1 Strategic Initiative)				
Renovate Metropolitan Police Department Headquarters and District stations	The Daly Building, located at 300 Indiana Avenue Northwest, functions as the Metropolitan Police Department headquarters and is under procurement as a development project for the Office of Public Private Partnerships. The proposal includes the design, build, finance, and maintenance of the building to house the Department and other government agencies. This plan also includes obtaining approximately 100,000 sq. ft. of swing space to house certain offices during the construction process. In addition, upgrading the five police district stations are in consideration under the Office of Public Private Partnerships. In Fiscal Year 18, Department will continue to provide the necessary support for project completion.	0-24%	In FY18, the Request for Qualification and Proposal (RFQP) has been 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 is still being considered. MPD continues to provide all technical and information support needed for the swing space project.	Decisions on the RFQP are expected to be made by the end of FY19.
GENERAL SUPPORT SERVICES DIVISION (1 Strategic Initiative)				
Uniform Upgrade	In Fiscal Year 18, the Department will upgrade the uniform for sworn members, with improved comfort and functionality. The new uniform will address common complaints from patrol officers including the current vest being restrictive and extremely warm during humid summer months. The proposed vest will be made of hybrid materials that permit greater evaporation of sweat and offer ultraviolet protection. The upgraded uniform will also help equalize the weight of the duty belt between the hips and shoulders providing a greater stability and comfort to the officers; this feature will assist in reducing potential medical injuries.	75-99%	All Department members have been fitted and received new uniforms. MPD is developing a public campaign to inform the community of the agency's new uniform. The public campaign and the full change of uniforms are projected for the first quarter of FY19.	The vendor did not meet the delivery time table.
HUMAN RESOURCE MANAGEMENT DIVISION (2 Strategic initiatives)				
Civilianization	Over the next few years, MPD will experience higher retirement rates, 25 years after mass hiring. In order for the Department to maintain a high level of service, particularly as law enforcement agencies around the country struggle to recruit new officers, the agency has been vigorously pursuing a civilianization strategy. This allows the Department to replace sworn members in specific positions with civilians or support them with civilians working on various tasks and responsibilities that can be	Complete	Candidates for all 10 civilian positions (three Civilian Investigators and seven Accident Hit & Run Coordinators) have been successfully hired and are on board.	Candidates for all 10 civilian positions (three Civilian Investigators and seven Accident Hit & Run Coordinators) have been successfully hired and are on board.

Title	Description	Complete to Date	Status Update	Explanation
	performed by personnel without police powers. It also helps to professionalize areas of the department by bringing in skilled employees. A commitment to civilianization allows the agency to return officers to operational functions faster than the Department can recruit, hire, and train officers. The long term costs to the city are lower as well because of savings in equipment, uniforms, and ongoing police training. To further support this effort, MPD will hire 10 full time employees in FY18.			
Expand the Cadet Training Program	The Department's Cadet Training Program is designed to prepare the District of Columbia's youth for entrance into the Metropolitan Police Officer Recruit Program. The program helps youth to develop the leadership and analytical thinking skills required to meet the challenges of being problem-solvers, service providers, and professionals in the criminal justice system. In Fiscal Year 18, the Department will increase the total Police Cadet program to up to 70 participants to support District residents becoming Metropolitan Police officers.	Complete	The fiscal year ended with 73 cadets (27 cadets age 17-20; 46 cadets age 21-25) with additional individuals in the hiring process. Seven cadets successfully transitioned into entry-level police officers during the year. The Department is continuing to recruit and prepare for further expansion of the Cadet Corps. Mayor Bowser's FY19 budget included funding for 30 additional Cadets.	
INFORMATION TECHNOLOGY (1 Strategic Initiative)				
Body worn camera expansion	The use of body worn cameras benefits members of the community and the Department by increasing accountability and transparency for individual interactions, and strengthening police-community relations. In 2016, the Department deployed more than 2,800 body-worn cameras to officers and sergeants in public contact positions in all police districts and other specialized units. The Department is committed to utilizing this technology to safeguard and provide the best service to our residents. In Fiscal Year 18, the Department will expand its body worn camera program to patrol lieutenants and captains.	Complete	This project has been successfully completed. All Police Service Area (PSA) captains and lieutenants are equipped with body-worn cameras.	
METROPOLITAIN POLICE ACADEMY (1 Strategic Initiative)				
Launch the National Museum of African American History and Culture Tour	In collaboration with the National Museum of African American History and Culture (NMAAHC), the Metropolitan Police Department will expand its existing cultural diversity instruction at the Police Academy to	Complete	In FY18, MPD launched a successful partnership with the University of the District of Columbia and the NMAAHC. As part of the 2018 Professional Development Training,	

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and Discussion for Metropolitan Police Officers	include a tour of the museum and discussion about race and history within the District. This program will serve as an opportunity to increase officers' cultural awareness and knowledge about the community and its history, and in turn better serve District residents.		approximately 60 veteran sworn and civilian members are participating in the day-long training each week. Additionally, new recruit officers have a two-day program which includes a tour of the museum, neighborhood walk, and discussion about race and law enforcement. More than 1,750 members completed this program in FY18. It will continue to be run in FY19 until all members are trained.	
PATROL DISTRICTS (3 Strategic initiatives)				
Launch the Police Expeditioners Program	Many young people consider a career in law enforcement but do not know where to start. In partnership with the Washington DC Police Foundation, the Metropolitan Police Department will launch the Police Expeditioners Program in an effort for youth to learn about law enforcement operations and experience what our police officers do every day to protect the nation's capital. Middle school and high school students will receive opportunities to experience real life policing such as recreating crime scenes, practicing investigative skills, searching for a missing person in a neighborhood, or assisting a disabled motorist. In addition, the weekly program will offer activities where youth can interact with police officers and peers who share similar interests, build leadership skills, and develop a career path toward becoming an MPD officer.	Complete	The Police Expeditioners program was launched with 26 youth participating in 16 sessions. These included a community project with Wreaths Across America at Arlington National Cemetery and trips to the Office of Unified Communication, Metro Transit Police, and MPD's Narcotics and Special Investigations Division. Participants also did mock police work, such as recreating crime scenes and investigating crimes. Feedback from parents and participants has been excellent, and several high school students expressed interest in applying as MPD Cadets upon graduation.	
Enhance and expand cultural competency training that focuses on special liaison communities	The Metropolitan Police Department is fully committed to serving all communities including those that have been historically underserved. Although the Department has more than a hundred officers who receive specialized training on diverse communities and how to best serve them, the Department's goal is to ensure all members are trained to provide the same level of services. In Fiscal Year 18, the Department will create an the first of several enhanced cultural competency	Complete	In collaboration with the Mayor's Office on Asian and Pacific Islander Affairs, MPD released the first in a series of cultural competency trainings to all sworn and civilian members in October 2018. Contents included language barrier and cultural challenges that officers may face when interacting with Asian community members. Community members also shared positive interactions they have	

Title	Description	Complete to Date	Status Update	Explanation
	training modules to improve MPD's ability to respond to underserved communities and help build greater public trust.		had with MPD and future recommendations. The Department is scheduled to expand this training to cover Latino, African, and religious minority communities in FY19 and FY20.	
Improve response to and services for the deaf and hard of hearing community	The Washington Metropolitan area has one of the largest concentrations of deaf and hard of hearing citizens in the United States. The Metropolitan Police Department is committed to meeting the public safety needs of the deaf and hard of hearing community through effective sign language interpretation. While there are continuous improvements in place, the Department recognizes the need to offer immediate interpretation services 24/7 at crime scenes and emergencies. In Fiscal Year 18, the Department will work with the Office of Contracting and Procurement to restructure the contract for the American Sign Language interpretation services to provide improved response and services to the community.	Complete	In FY18, MPD worked with subject matter experts in the deaf and hard of hearing community to develop a statement of work to help the Department best address the translation needs for officers operating in the community. The service provided under the new contract has been a significant improvement, enabling us to better serve the community, especially victims of crime or arrestees.	
RECRUITING DIVISION (1 Strategic Initiative)				
Employ innovative recruitment campaigns	In order to hire 360 sworn members in Fiscal Year 18, the Metropolitan Police Department will employ various innovative recruitment strategies to promote the employment opportunities within the Department. First, the Department will contract with a private company to develop an innovative recruitment campaign. The agency will also offer housing assistance to new officers for six months while residing in the District. Finally, the Department will collaborate with the Lab@DC to design other innovative methods to reach out to potential candidates.	75-99%	<p>In FY18, MPD hired 347 officers, including the most recruits in the past five years. Over the past two years, the department has grown by 118 sworn members.</p> <p>MPD awarded rental grants to 18 recruits and expanded its Cadet program, a long term investment in recruiting.</p> <p>MPD and the Lab@DC submitted a grant application to identify predictive factors of high-level police performance and to use the findings in recruiting efforts.</p>	Although MPD had to discontinue the first marketing contract due to performance concerns, a new contract was awarded with the first deliverable due in October 2018.
STRATEGIC CHANGE DIVISION (1 Strategic Initiative)				

Title	Description	Complete to Date	Status Update	Explanation
Extend the Senior Police Officer legislation	Legislation enacted by the Council provides that senior police officers of the rank of sergeant or detective, grade 1, hired by the Metropolitan Police Department can no longer serve in those positions after October 12, 2019, which will result in the loss of up to 80 sworn members of higher ranks. Moreover, recruitment of senior sergeants and detectives will become more difficult as the 2019 end date approaches. The Department's original intent with the legislation was that the departure of these members would be gradual to avoid another steep and disruptive drop off in staffing. In Fiscal Year 18, the Department will seek once again to amend this legislation so that retired officers rehired under this subsection shall serve for a length of time up to five years from their date of hire, rather than having the legislation automatically expire in 2019 regardless of the date of hire.	Complete	In July 2018, the Mayor signed the Fiscal Year Budget 2019 Support Emergency Act and in September, the Mayor signed the underlying permanent bill establishing a program end date of October 1, 2019 and employment period not to exceed three years from the date of hire. While this is progress, MPD will continue to seek an amendment to extend the length of the program and employment period.	In July 2018, the Mayor signed the Fiscal Year Budget 2019 Support Emergency Act and in September, the Mayor signed the underlying permanent bill establishing a program end date of October 1, 2019 and employment period not to exceed three years from the date of hire. While this is progress, MPD will continue to seek an amendment to extend the length of the program and employment period.
YOUTH INVESTIGATIONS DIVISION (2 Strategic initiatives)				
Missing Persons Dashboard	The Metropolitan Police Department, in collaboration with other applicable agencies, will develop a Missing Persons Dashboard that will allow the public to visualize and interpret patterns and trends related to missing person cases. The dashboard will enable the user to view missing persons by demographics, geography, days missing, and case status. Also, it will assist in increasing public awareness about missing person cases in the District.	75-99%	In FY18, the Department conducted quality assessment of all historical data and completed the designing of the dashboard using a new visualization program called Tableau. MPD is working with the Office of the Chief Technology to have the public release of the dashboard in the first quarter of FY19. This will enhance the existing Missing Persons webpage that has been well-received.	The project was delayed due to the departure of our data scientist.
Establish an at-risk youth mentoring program	In partnership with Big Brothers Big Sisters of America (BBBS), the Metropolitan Police Department will develop a mentoring	75-99%	The approval of the Memorandum of Understanding (MOU) between MPD and has taken	The approval of the Memorandum of Understanding (MOU) between MPD and has

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	<p>program for youth who have previously had multiple missing person reports or the Department has identified could benefit. The Department will solicit volunteers within the agency who will commit to working with their mentee throughout the program. Prior to meeting the mentee, the participating mentors will receive special training in trauma care and victim services.</p>		<p>longer than anticipated. However, after review and feedback by Board of Ethics Government Accountability (BEGA), MPD has been able to sign the MOU and expects to launch the program in partnership with BBBS in the first quarter of FY19.</p>	<p>taken longer than anticipated.</p>