



**FY 2012 PERFORMANCE PLAN
Metropolitan Police Department**

MISSION

It is the mission of the Metropolitan Police Department 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

The Metropolitan Police Department provides crime prevention and response through patrol, investigations and homeland security services. The Patrol Services and School Security Bureau delivers community policing to the District’s neighborhoods through 56 police service areas in seven police districts, and oversees the provision of security services to the District of Columbia Public Schools. The Investigative Services Bureau investigates violent, property and narcotic crimes and provides forensic support for those cases. The Homeland Security Bureau coordinates domestic security and intelligence operations, as well as traffic safety and special events. The Internal Affairs Bureau investigates use of force, equal employment opportunity and other complaints against MPD officers and employees. The Strategic Services, Professional Development and Corporate Support Bureaus support the work of the entire Department through research, crime analysis, strategic direction, recruiting, hiring and training personnel, and facilities, purchasing and other administrative support.

PERFORMANCE PLAN DIVISIONS

- Patrol Services & School Security Bureau
- Investigative Services Bureau
- Homeland Security Bureau
- Professional Development & Internal Affairs Bureau
- Strategic & Corporate Support Services Bureau
- Operations & Agency Management

Workload Measures

Measure	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual
# of arrests	49,679	52,487	53,576	53,242
# of court overtime hours	247,424	247,911	172,307	158,339
# of non-court locally funded overtime hours	303,901	151,748	177,810	113,945
# of Priority 1 calls for service: 1 st District	11,643	10,687	9,620	8,225
# of Priority 1 calls for service: 2 nd District	5,980	5,687	5,606	5,083
# of Priority 1 calls for service: 3 rd District	10,982	9,729	9,062	7,580
# of Priority 1 calls for service: 4 th District	6,628	6,808	6,169	5,470
# of Priority 1 calls for service: 5 th District	9,050	8,299	8,398	7,435
# of Priority 1 calls for service: 6 th District	10,978	10,227	10,298	9,712
# of Priority 1 calls for service: 7 th District	10,916	10,411	10,443	9,750
# of Hits in CODIS	NA	NA	69	63
# call outs for suspicious packages	NA	290	252	321
# of CCTV recordings retrieved for investigations	NA	809	722	796
# of vehicle crash fatalities	44	29	29	34
# of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	NA	907	640	562
# of applications for security personnel processed	18,863	18,742	19,658	16,407

Patrol Services & School Security Bureau

SUMMARY OF SERVICES

The Patrol Services and School Security 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 Bureau responds to all calls for police service. The Bureau also manages security in all DC Public Schools, and endeavors to reduce juvenile victimization and delinquent behavior through a variety of programs.

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

INITIATIVE 1.1: Enhance truancy enforcement and prevention efforts

Truancy prevents youth from realizing their full potential through education and opens the door for high risk behavior. MPD assigns more than a dozen officers to enforcing truancy violations, and its almost 100 School Resource Officers conduct outreach to students and parents and home visits to chronic truants. At the same time, MPD is also working with the Criminal Justice Coordinating Council and partner agencies on broader strategies to improve student attendance. In FY2012, MPD will work with the Task Force to provide intensive support services and case management at schools with some of the highest truancy rates in the District. In addition, a broader public information campaign will address parents, students, community members, and businesses.

Deadline: September 30, 2012

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

INITIATIVE 2.1: Enhance community policing to special populations

The Department will continue to expand the efforts of the Crisis Intervention Officers (CIO) and Special Liaison Affiliate Officer (SLAO) programs. Enhanced training of CIOs and SLAOs contributes to better police-community relations as community members are able to get to know officers in their neighborhood and share more information with the police. In FY2012, MPD will expand the training of CIOs and SLAOs. **Deadline: September 30, 2012**

INITIATIVE 2.2: Enhance efforts to promote safety at public schools in the District through innovative patrol techniques.

The Metropolitan Police Department's School Security Division coordinates MPD resources related to school safety at DC Public Schools and Public Charter Schools. In FY12, SSD will expand its hours into the late evenings to address student safety issues after school hours.

Deadline: September 30, 2012

KEY PERFORMANCE INDICATORS: Patrol Services & School Security Bureau

METRIC	FY 2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% change in DC Code Index violent crime	-7.3%	-5%	-4.9%	-5%	-5%	-5%
% change in DC Code Index property crime	-14.7%	-5%	5.3%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.8	2% reduction from previous year	12.2	11.9	2% reduction from previous year	2% reduction from previous year
% increase in the number of email accounts on Police District listservs	14.1%	10% increase over previous year	14.6%	10% increase over previous year	10% increase over previous year	10% increase over previous year
Average response time (in minutes) to Priority 1 calls from time of dispatch to the arrival of the first officer on the scene (per district)	5.8	5% reduction from previous year	TBD	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year

Investigative Services Bureau

SUMMARY OF SERVICES

The Investigative Services Bureau works with the community to solve crimes, help bring offenders to justice, support the recovery of victims, and protect witnesses. As part of this responsibility, this Bureau in conjunction with the Department of Real Estate Services, is working to design, build and operate the District’s Consolidated Forensic Laboratory to enhance the city’s capabilities for crime scene investigations and evidence analysis.

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

INITIATIVE 1.1: Improve response to and investigation of vice related complaints

The Narcotics and Special Investigations Division will be restructured to provide more strategic direction to street level vice complaints, including improving the tracking, coordination, response time, and quality of investigations into vice complaints received throughout the city.

Deadline: September 30, 2012

INITIATIVE 1.2: Reduce Crime Scene Search response time

Due to a decline in staffing levels the response time for crime scene search technicians to process crime scenes for evidence has risen. This response time will be reduced by training additional technicians and making better use of the members that have been trained in crime scene search methods. **Deadline: September 30, 2012**

KEY PERFORMANCE INDICATORS: Investigative Services Bureau

METRIC	FY 2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% change in DC Code Index violent crime	-7.3%	-5%	-4.9%	-5%	-5%	-5%
% change in DC Code Index property crime	-14.7%	-5%	5.3%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.8	2% reduction from previous year	12.2	11.9	2% reduction from previous year	2% reduction from previous year
Clearance rate for homicides*	79.4%	75.0%	95.4%	75.0%	75.0%	75.0%
Clearance rate for forcible rape*	59.8%	62.8%	NA	***	***	***
Clearance rate for robbery*	20.0%	23.6%	NA	***	***	***
Clearance rate for aggravated assault*	57.6%	60.5%	NA	***	***	***
Clearance rate for burglary*	9.4%	9.9%	NA	***	***	***
Clearance rate for larceny-theft*	8.5%	17.0%	NA	***	***	***
Clearance rate for motor vehicle theft*	3.2%	9.1%	NA	***	***	***

METRIC	FY 2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% of motor vehicle thefts resolved*	15.3%	16.1%	NA	5% increase over previous year	5% increase over previous year	5% increase over previous year

* All clearance rates are reported on a calendar year basis consistent with national FBI reporting. Except for the homicide clearance rate, most clearance rates are finalized in March 2012, as aligned with reporting to the FBI.

*** Exceed by 5% the benchmark average clearance rate or previous year's actual, whichever is higher.

Homeland Security Bureau

SUMMARY OF SERVICES

The Homeland Security Bureau integrates intelligence and operational functions to ensure that the District is well protected and that the government is prepared to prevent and respond to threats and critical incidents. The Bureau also works directly in support of patrol operations to reduce crime and the 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.

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

INITIATIVE 1: Expand use of automated traffic enforcement to improve safety of District roadways

In FY 2012, MPD will strategically deploy mobile photo enforcement units to address speeding trends throughout the District. The MPD will implement additional automated traffic enforcement tools procured in FY 2011 to limit: stop sign and no-through-truck violations at non-signalized intersections in neighborhoods; over-height and over-weight violations that cause damage to the District's streets and other infrastructure; gridlock at major thoroughfares that impede traffic flow and cause congestion; and risks to pedestrian safety in work and school zones.

Deadline: September 30, 2012

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

INITIATIVE 2.1: Enhance the law enforcement role in the Washington Regional Threat and Analysis Center to improve information sharing and intelligence analysis

In FY 2012, MPD will develop a Law Enforcement Annex to the Concept of Operations for the Washington Regional Threat and Analysis Center (WRTAC) to better define how the MPD and its federal, state, and local law enforcement partners effectively integrate the information, resources, personnel, and expertise into the existing analysis and information/intelligence sharing process to assist the WRTAC in achieving its mission.

Deadline: September 30, 2012

INITIATIVE 2.2: Expand homeland security efforts to collect Suspicious Activity Reports.

In FY 2012, MPD will continue public sector, private sector, and community outreach campaigns to increase the submission of Suspicious Activity Reports (SARs) that provide detailed information about suspicious activities or behaviors that may indicate possible criminal terrorist activity. The MPD will also create new tools (automated law enforcement reporting and smart phone application) to facilitate the electronic transmission of SARs.

Deadline: September 30, 2012

KEY PERFORMANCE INDICATORS: Homeland Security Bureau

METRIC	FY 2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% change in DC Code Index violent crime	-7.3%	-5%	-4.9%	-5%	-5%	-5%
% change in DC Code Index property crime	-14.7%	-5%	5.3%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.8	2% reduction from previous year	12.2	11.9	2% reduction from previous year	2% reduction from previous year

Professional Development & Internal Affairs Bureaus

SUMMARY OF SERVICES

The Professional Development and Internal Affairs Bureaus helps the Department to strategically manage its human capital. The Professional Development Bureau manages recruiting, hiring, training, and personnel services, as well as medical support for sworn members. The Internal Affairs Bureau acts as the guardian of the Metropolitan Police Department's reputation, and ensures accountability through comprehensive investigations of misconduct and uses of force.

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

INITIATIVE 1.1: Initiate the recruitment, hiring and training of new recruits to stabilize the size of the sworn force, as funded by the Department's FY12 budget.

A stable police force is important to public safety in the District. Although MPD's annual attrition rate – 4.1 percent in FY11 – is lower than the Federal government and private industry, and has been lower in the past five years than the previous six, attrition is expected to increase in the coming years as the large number of employees hired 25 years ago become eligible to retire. In FY12, MPD will work to ensure that we can hire and train as many officers as funded in FY12, and establish a steady hiring pipeline for the coming years. **Deadline: September 30, 2012**

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

INITIATIVE 2.1: Enhance the integrity of the Department by institutionalizing the integrity check program

The integrity of our individual officers reflects on the integrity of the entire Department. Ensuring this integrity includes not only training and making sure officers have the right information and tools to do the job, but also conducting regular audits and integrity check operations. Last year, Chief Lanier launched an "Integrity Check" program to root out any corruption in the Department by conducting planned audits and random checks, and investigating any intelligence. The recent arrests of members involved in burglaries or buying stolen property did not happen by accident; they happened because we are committed to making sure our members are acting with integrity. In FY12, this program will be institutionalized to ensure that the Department continues to seek out any corruption, and to deter future corruption. **Deadline: September 30, 2012**

INITIATIVE 2.2: Support and reinforce ethical and lawful behavior of officers

In FY12, MPD will continue efforts to support ethical and lawful decision-making by members by enhancing communications to members about frequent pitfalls for law enforcement. This will include videos focused on what drunk driving and domestic violence will do to a law enforcement career, as well as a launching a new ethics education program for members. The updated ethics training will focus on former police officials visiting roll calls for live discussions about ethics, public trust, and law enforcement careers. **Deadline: September 30, 2012**

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

INITIATIVE 3.1: Ensure compliance by all members with Biennial Physical Requirements

Regular health exams of sworn members help to improve employee health and reduce lost work time due to undetected and preventable medical conditions. In FY12, the Professional

Development Bureau will continue efforts to improve the physical well-being by enhancing management and audits of the physical examination requirements. Deadline: September 30, 2012

INITIATIVE 3.2: Enhance recruit training for new hires

In FY12, MPD will launch the recruit curriculum that was revised in FY11. This includes not only updated lesson plans, but also updated methodologies that rely more heavily on scenario based education, and a new staffing model of adjunct professors that taps into the experience of talented members on the force. **Deadline: December 31, 2011**

KEY PERFORMANCE INDICATORS: Professional Development & Internal Affairs Bureaus

METRIC	FY 2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% change in DC Code Index violent crime	-7.3%	-5%	-4.9%	-5%	-5%	-5%
% change in DC Code Index property crime	-14.7%	-5%	5.3%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.8	2% reduction from previous year	12.2	11.9	2% reduction from previous year	2% reduction from previous year
Average court overtime hours per arrest	3.22	3.16	2.97	2.91	2% reduction from previous year	2% reduction from previous year

Strategic & Corporate Support Services Bureaus

SUMMARY OF SERVICES

The **Strategic Services Bureau** integrates research, program and policy development, and strategic analysis and planning to support the Department and the city by identifying and implementing innovative policing and business practices. The **Corporate Support Bureau** oversees the major administrative, technical and business functions of the department that are critical to keeping a complex and large agency running effectively and efficiently, including facilities, fleet management, equipment and supply, and evidence and property control.

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

INITIATIVE 1.1: Reduce patrol out of service time by overhauling city regulations related to the private security alarm industry.

Responding to false burglar alarms is a tremendous drain on MPD resources, detracting from critical public safety efforts. Based on a 2008 analysis, the time MPD devotes to responding to false burglar alarms each year is the equivalent of 20-25 full-time officers. According to the DOJ, burglar alarms have only a 2 to 6 percent reliability rate, with the vast majority being false alarms. The public buys alarm services expecting that if an alarm is sounded, the police will respond, even though they have purchased the protection from a private company. The District should limit its

implicit subsidy of the private security alarm industry by adopting a regulatory framework to encourage the industry to improve the reliability of its product. MPD will work with the Administration to develop a proposal to reduce the burden on city services and free up police time to devote to crime and other issues. **Deadline: September 30, 2012**

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

INITIATIVE 2.1: Expand Volunteer Services Recruitment and Contributions. The MPD's Reserve Corps, Citizen Volunteer Corps, and Collegiate Internship Program deliver high quality volunteer public safety support services and supplemental contributions to the Department in order to build safe and healthy neighborhoods throughout the District of Columbia. During FY12, MPD will on board and train a new class of at least 20 level II (unarmed) reserve officers, host a training course for unarmed reserve officers applying to become level I (armed). Recruit, screen, and select at least 30 individuals to volunteer as Citizen Volunteer Corps members and at least 40 individuals to serve as collegiate interns. **Deadline: September 30, 2012**

INITIATIVE 2.2: Reduce Costs by Modernizing Requirements to Publish Notice in Newspapers

DC Official Code §5-119.10 requires that MPD publish in a newspaper of general circulation a description of unclaimed property and notice that if such property is not claimed by the rightful owner within 45 days, title to the property shall revert to the finder of lost property after deduction for the expenses of custody and publication, or to the District of Columbia in all other cases. In today's environment of quickly evolving social media, this archaic requirement is both expensive and a less effective means of communication. The law should be changed to allow for print publication of a notice of the availability of the descriptions of the full list of property, and information about how the public can access the list. The full list could then be made available online and at MPD police stations. **Deadline: September 30, 2012**

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

INITIATIVE 3.1: Transition MPD over to the first phase of its new Records Management System

MPD's Records Management System (RMS) will tie together many of its business practices and interface with other applications. MPD will begin training on the first phase of its RMS in December 2011, with a complete transition away from the current field reporting, case management and arrest systems occurring in the summer of 2012. This new system will enable officers to devote more time to responding to calls for service than to negotiating through several applications to find and record information critical to cases. **Deadline: September 30, 2012**

INITIATIVE 3.2: Implement an online citizen reporting tool to reduce the amount of time an officer is out of service taking a written police report

Citizen online police reporting is a way to increase services and reduce calls for service at the same time. Multiple jurisdictions have moved to online police reporting for certain crimes in order to free-up an officer's time to take a police report. In FY2012, MPD will launch an online reporting system with clear policies and instructions for the public use. **Deadline: September 30, 2012**

INITIATIVE 3.3: Improve Efficiency by Consolidating Professional Security Licensing at DCRA

The District should move primary regulatory responsibility for the security industry from the Metropolitan Police Department to the Department of Regulatory Affairs (DCRA), an agency with more expertise and infrastructure to address basic licensing functions. In order to more efficiently and effectively provide this service, the District should consolidate most of this function under DCRA. MPD would remain involved with background checks, firearms certifications, and investigations / enforcement of any violations of the governing law and regulations. In FY12, MPD will work with DCRA and the Administration to develop and move legislation to transfer this function to DCRA. **Deadline: September 30, 2012**

KEY PERFORMANCE INDICATORS: Strategic and Corporate Support Services Bureaus

METRIC	FY 2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% change in DC Code Index violent crime	-7.3%	-5%	-4.9%	-5%	-5%	-5%
% change in DC Code Index property crime	-14.7%	-5%	5.3%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.8	2% reduction from previous year	12.2	11.9	2% reduction from previous year	2% reduction from previous year
Average daily fleet availability	96.3%	95%	96.4%	95%	95%	95%

Operations and Agency Management

SUMMARY OF SERVICES

Operations and Agency Management is responsible to internal customers for technological advancement through the Office of the Chief Information Officer, risk reduction by the Office of Risk Management, and fiscal coordination and grants management by the Office of Resource Accountability. The Office of Communications primarily serves external customers through media relations and public outreach.

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

INITIATIVE 1.1: Improve delivery of patrol services and protect officer safety by realigning police service boundaries.

For the purpose of delivering police services, the District of Columbia is divided into seven police districts, each of which is subdivided into five or more Police Service Areas, or PSAs. Although certain resources such as personnel and vehicles can be deployed to match workload, other resources, such as the police district commander, facilities, parking spaces, and radio bandwidth, are fixed and cannot be easily altered to meet changing demands. Therefore, to ensure the best and most efficient delivery of police services, MPD must periodically assess the distribution of workload between the police districts. In order to equalize workload, provide the highest level of police service to all areas of the city, and ensure the safety of law enforcement officers, in FY2012 MPD will implement its police boundaries realignment project. **Deadline: March 30, 2012**

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

INITIATIVE 2.1: Strengthen innovative engagement initiatives for youth

In the summer of 2011, MPD launched the *Junior Cadet Program* and the *Junior Police Academy*. The *Junior Cadet Program* is a long-term program for two fifth grade classes (in the Winston Education Center and Seaton Elementary School) to provide opportunities to participate in activities that instill a sense of community pride, self-discipline and leadership ability in an overall positive environment. Participants will experience opportunities to travel to important civic centers, meet community leaders, and develop relationships with MPD mentors. The program will also connect with parents and guardians of students to keep them informed of student progress. The *Junior Police Academy* is a 6-week program to introduce youth participants to law and the criminal justice system. Participants who are curious about law enforcement and the criminal justice system will gain an insider's perspective through weekly classroom sessions, meetings with prosecutors, homicide detectives, police commanders, and other MPD personnel, visits to the Superior Court to interact with local judges, and participation in community outreach events such as All Hands on Deck. Both programs are in their initial stages, and will require sustained commitment and support to become the strong initiatives envisioned by Chief Lanier. In FY12, MPD will continue to work with partners to develop and enhance these programs. **Deadline: September 30, 2012**

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

INITIATIVE 3.1: Implement a website for Automated Boat Registration

Boating registration, like vehicle registration, is an important process – both for the City and for its residents. MPD will deploy an online boat registration website that will automate the registration and payment process. This will simplify the process for residents and allow them to complete the process from their home. **Deadline: September 30, 2012**

INITIATIVE 3.2: Deploy New Reporting and Analytics Capabilities

Analysis of crime data is central to optimal allocations of staff and to the planning for crime prevention. In FY2012, MPD will deploy the COGNOS Business Intelligence and Performance Management tools to be used with the new data warehouse. The new system will allow access to a broader array of source data. The new capabilities delivered by this solution will improve MPD’s access to data and improve timeliness through automation. **Deadline: September 30, 2012**

KEY PERFORMANCE INDICATORS: Operations and Agency Management

METRIC	FY 2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% change in DC Code Index violent crime	-7.3%	-5%	-4.9%	-5%	-5%	-5%
% change in DC Code Index property crime	-14.7%	-5%	5.3%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.8	2% reduction from previous year	12.2	11.9	2% reduction from previous year	2% reduction from previous year
% increase in the number of email accounts on Police District listservs	14.1%	10% increase over previous year	14.6%	10% increase over previous year	10% increase over previous year	10% increase over previous year