



**Government of the  
District of Columbia**

# **METROPOLITAN POLICE DEPARTMENT**

**Strategic Plan  
FY 2002-2004  
April 2002**

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# Mission Statement

## Agency Mission Statement

**The Mission of the Metropolitan Police Department**

**is to prevent crime and the fear of crime,**

**as we work with others to build safe and healthy neighborhoods**

**throughout the District of Columbia.**





# Vision Statement

*With our agency and community partners, MPD will help make the District of Columbia the safest major city in the United States.*





# Agency Scorecard Goals

## 1. Reduce Part I Violent Crimes over the prior year.<sup>1</sup> (Figures reported are percentage changes)

	FY 1999	FY 2000	September 2001	FY 2001 (Oct–Sept)	FY 2002	FY 2003
Target	-3.0	-5.0	-2.0	-2.0	-2.0	-2.0
Actual	-11.3	-2.6	-4.0	3.0	-	-

<sup>1</sup>Data for September 2001 and for FY 2001 is as of October 5, 2001.

## 2. Reduce Part I Property Crimes over the prior year.<sup>2</sup> (Figures reported are percentage changes)

	FY 1999	FY 2000	September 2001	FY 2001 (Oct–Sept)	FY 2002	FY 2003
Target	-3.0	-5.0	-2.0	-2.0	-2.0	-2.0
Actual	-12.5	-6.3	4.7	-4.1	-	-

<sup>2</sup>Data for September 2001 and for FY 2001 is as of October 5, 2001.

## 3. Improve the District's homicide clearance rate<sup>3</sup> against the FBI Uniform Crime Report (UCR) standard. (Figures reported are percentages)

	CY 1999	CY 2000	September 2001	CY 2001 YTD (Jan–Sept)	CY 2002	CY 2003
Target	50.0	65.0	65.0	65.0	TBD (5% change from previous year)	TBD (5% change from previous year)
Actual	59.0	57.0	52.0	50.0	-	-

<sup>3</sup>This measures current year clearances, regardless of the year in which the homicide took place, as a percentage of homicides for the current month & year, respectively. See <http://www.fbi.gov/ucr/ucrquest.htm> for more detail on UCR definitions of clearance rates.



# Agency Strategic Goals

- Reduce and prevent crime and criminal victimization.
- Produce justice by calling offenders to account for their crimes.
- Enhance the sense of safety and security in public spaces.
- Use force and authority judiciously and fairly.
- Assure customer satisfaction.
- Develop an organization that is competitive, professional, equitable, and equipped with state-of-art tools and systems.





# ***Goal 1 REDUCE AND PREVENT CRIME AND CRIMINAL VICTIMIZATION***

- Citywide Strategic Goal Supported: Building Sustainable Neighborhoods
- Managers: EAC Terrance W. Gainer, A/Cs Michael Fitzgerald, Ronald Monroe, and Brian Jordan, SED Nola M. Joyce
- Supervisor: Charles H. Ramsey, Chief of Police
- Major Programs and Activities Supporting Goal 1
  - Regional Field Operations
    - Focused Law Enforcement
    - Neighborhood Partnerships
    - Systemic Prevention
  - Supporting Crime Prevention Programs
    - Youth Intervention and Outreach
    - Victim Services
    - Crime Prevention Presentations (Community Outreach)



# ***Goal 1 Continued REDUCE AND PREVENT CRIME AND CRIMINAL VICTIMIZATION***

- Performance Measures Supporting Goal 1
  - Percent change in Part I Violent Crimes
  - Percent change in Part I Property Crimes
  - Ratio of Part I Arrests of Youth Offenders to Arrests of Youth for all crimes





# ***Goal 2 PRODUCE JUSTICE BY CALLING OFFENDERS TO ACCOUNT FOR THEIR CRIMES***

- Citywide Strategic Goal Supported: Building Sustainable Neighborhoods
- Managers: EAC Terrance W. Gainer and A/C Alfred Broadbent
- Supervisor: Charles H. Ramsey, Chief of Police
- Major Programs and Activities Supporting Goal 2
  - Regional Field Operations
    - CSOSA-MPD Partnership
  - Investigative Field Operations
    - District Investigations
    - Special Investigations
    - Child Investigations
    - Intelligence, Forensic Science, and other Investigative Operations Support
- Performance Measures Supporting Goal 2
  - Homicide Clearance Rate (UCR)







# ***Goal 3 ENHANCE SENSE OF SAFETY AND SECURITY IN PUBLIC PLACES***

- Citywide Strategic Goal Supported: Building Sustainable Neighborhoods
- Managers: EAC Terrance W. Gainer and SED Nola M. Joyce
- Supervisor: Charles H. Ramsey, Chief of Police
- Major Programs and Activities Supporting Goal 3
  - Regional Field Operations
    - Focused Law Enforcement
    - Traffic Control
  - Operations Command
    - Traffic Safety Coordinator
    - Mobile Force
    - Prostitution Unit





## ***Goal 3 Continued ENHANCE SENSE OF SAFETY AND SECURITY IN PUBLIC PLACES***

- Major Programs and Activities Supporting Goal 3 Continued
  - Investigative Field Operations
    - Environmental Crimes Unit
    - Narcotics Investigations and Narcotics Strike Force
  - Special Field Operations
    - Special Events
    - Special Patrols (Harbor, K-9, Helicopter, Mounted)
    - Emergency Services (Explosive Ordinance Unit, Emergency Response Team)
  - Other Crime Prevention Programs
    - Partnerships for Problem Solving
- Performance Measures Supporting Goal 3
  - Average number of City Blocks with 15 or more Repeat Calls for Service for Public Disorder in a month
  - Average number of City Blocks with 12 or more Repeat Calls for Service for Drug Activity in a month
  - Percent of Lieutenants, Sergeants, and Officers assigned to the PSAs



# ***Goal 4 USE FORCE AND AUTHORITY JUDICIOUSLY AND FAIRLY***

- Citywide Strategic Goal Supported: Making Government Work
- Managers: EAC Terrance W. Gainer and A/C Kim Dine
- Supervisor: Charles H. Ramsey, Chief of Police
- Major Programs and Activities Supporting Goal 4
  - Office of Professional Responsibility
    - Force Investigation Team
    - Office of Internal Affairs
    - Disciplinary Review
  - Office of Organizational Development
    - Policy Development
    - Training
  - Quality Assurance Reviews and Assessments



## ***Goal 4 Continued USE FORCE AND AUTHORITY JUDICIOUSLY AND FAIRLY***

- Performance Measures Supporting Goal 4
  - Reduction in Percentage of Incidents of Police Firearm Discharges in which MPD Members Failed to Follow Department Use of Force Policies
  - Rate of Sustained Citizen Allegations of Police Misconduct per 1,000 Sworn Officers



# ***Goal 5 ASSURE CUSTOMER SATISFACTION***

- Citywide Strategic Goal Supported: Making Government Work
- Managers: EAC Terrance W. Gainer, SED Eric Coard, SED Steve Gaffigan
- Supervisor: Charles H. Ramsey, Chief of Police
- Major Programs and Activities Supporting Goal 5
  - Public Safety Communications Center
  - Regional Field Operations
    - Responding to Calls for Service
    - Neighborhood Partnerships
  - Investigative Field Operations
  - Facility Renovation Management
  - External Communications
  - Community Outreach



## ***Goal 5 Continued ASSURE CUSTOMER SATISFACTION***

- Performance Measures Supporting Goal 5
  - Percent of Victims of Crime Reporting that They Were Very Satisfied or Somewhat Satisfied with the Overall Police Services They Received When They Were Victims of Crime
  - Percent of Priority One Calls in which an Officer Arrived on the Scene Within 5 Minutes from Time of Dispatch.





# ***Goal 6 DEVELOP AN ORGANIZATION THAT IS COMPETITIVE, PROFESSIONAL, EQUITABLE, AND EQUIPPED WITH STATE-OF-ART TOOLS AND SYSTEMS***

- Citywide Strategic Goal Supported: Making Government Work
- Managers: EAC Terrance W. Gainer, SED Eric Coard, SED Nola M. Joyce, and SED Steve Gaffigan
- Supervisor: Charles H. Ramsey, Chief of Police
- Major Programs and Activities Supporting Goal 6
  - Personnel, Recruiting, and Training
  - Fleet, Facilities, and Equipment and Supply
  - Information Technology Services and Technology Acquisition
  - Organizational Development





## ***Goal 6 Continued DEVELOP AN ORGANIZATION THAT IS COMPETITIVE, PROFESSIONAL, EQUITABLE, AND EQUIPPED WITH STATE-OF-ART TOOLS AND SYSTEMS***

- Performance Measures Supporting Goal 6 continued
  - Percent of authorized sworn strength staffed.
  - Complete mock assessment for CALEA accreditation by end of FY 2003.
  - Percent of fleet available for service (daily average).
  - Implementation of the following technology improvement projects:
    - 2002: Award contract for Personnel Performance Management System. PPMS is computerized relational database for maintaining, integrating, and retrieving data necessary for supervision and management of MPD and its personnel.
    - 2002: Implement Phase I of the FBI Message Switch (to be compliant with NCIC 2000), which provides message switching and information storage for national access in compliance with the FBI National Crime Information Center requirements
    - 2003: Implement Police Reporting and Information Delivery System (PRIDE) to provide an automated field reporting and records management system interfacing with current MPD systems.
  - Percent of time electronic network in service (monthly average).







# Environmental Assessment

- The District of Columbia population is becoming more culturally and economically diverse. In addition, each year a growing number of people in the criminal justice system will be released into our neighborhoods. These trends are expected to increase demands on police services, including expectations for a full-service police department, with higher levels of police expertise, responsiveness, and accountability.
- The possible reduction of federal grant funding and increased competition for criminal justice grants poses a threat to the financial capacity of the police department to continue delivering high-quality police services.
- The public is recognizing the success of the MPD's Policing for Prevention strategy and an increasing number of people are becoming involved. As public participation and confidence in the police department grows, so too will demands for police presence in the neighborhoods and systemic prevention programs grow.



# Environmental Assessment cont'd

- To successfully address and resolve visible community problems—given their nature and extent in the District of Columbia—requires interagency collaboration and interagency accountability.
- In the context of a growing international protest movement, the District of Columbia is facing an increasing number of large protests that have the potential for violence and destruction of property. In addition, as the nation's capital and an international center for business, policy, and diplomacy, the city faces threats of domestic and international terrorism. MPDC must be able to respond to these protests and prevent acts of domestic and international terrorism.



# Environmental Assessment cont'd

- Advances in technology have made it possible for the department to become more effective in many ways—in the collection and analysis of information and evidence, in the deployment of less-than-lethal weaponry, and in meeting the demands of community policing, for example. But as the tools, tactics, and strategies of policing become more sophisticated and diverse, the knowledge, skills, and abilities of our sworn and civilian workforce must also grow in sophistication and breadth.
- The technology infrastructure and staff that exist in the Metropolitan Police Department today cannot adequately provide and maintain the technological services that this major police department needs to effectively fight crime.



# Environmental Assessment cont'd

- The police department must establish a working environment that is equitable, competitive, and professional so that it can attract, hire, and maintain the highest quality workforce, both sworn and civilian.



# Employee Engagement Activities

- Strategic Planning Retreat, July 9-10, 2001
- Performance Measures Retreat, August 21-23, 2001
- Command Staff Meeting, July 27, 2001
- Building and Sustaining Healthy Neighborhoods Strategic Plan Employee Engagement Session, July 30, 2001



# Employee Engagement Findings

- The outcome of the Strategic Planning Retreat included the environmental assessment and goals contained in this strategic plan. In addition, a detailed list of services was developed.
- The MPD Command Staff reaffirmed the environmental assessment and emphasized the need to prepare for the anticipated increase of offenders released from prison into the community, as well as the increasing pressure on the department's information technology systems and technical support staff.



# External Stakeholder Engagement

- Chief's Citizen Advisory Council meeting, August 15, 2001.
- 1998 and 1999 Surveys of Residents of the District of Columbia.
- 2001 Survey of Crime Victims in Washington, D.C.



# External Stakeholder Findings

- **The 1998 and 1999 resident surveys indicated high levels of citizen satisfaction with the MPD:**
  - Perceptions of the quality of police service remained high; about three-fourths of DC residents continue to report that police “came right away” when they contacted them.
  - About eight in ten residents rated police demeanor as good; the MPD received very high ratings for being “helpful” (80%), “polite” (91%), and paying “careful attention” to what the citizens said (85%) in citizen-initiated encounters.
- **The resident surveys also pointed to areas for improvement:**
  - Street drug dealing remains the the city’s biggest problem in the eyes of residents.
  - Only one-fourth of residents had seen evidence of police cooperation with the community.
  - While three-fourths of residents had seen motorized patrols, only one-fifth had seen bicycle and scooter patrols.





# External Stakeholder Findings cont.

- **The 2001 Survey of Crime Victims indicated substantial levels of satisfaction with the initial police response:**
  - A majority of the victims surveyed (79%) indicated that overall, they were either very satisfied (51%) or somewhat satisfied (28%) with the services they received.
  - Ninety three percent of victims interviewed indicated that the responding officers were either very respectful (79%) or somewhat respectful (14%) during the initial contact.
  - Seventy-five percent of the victims interviewed indicated that the responding officers demonstrated positive skills during their contacts with victims by showing concern, listening without judging, making them feel at ease, and offering their names and phone numbers to the victim.



# External Stakeholder Findings cont.

- **The Survey of Crime Victims also pointed to areas for improvement:**
  - Only 44% of the victims reported that they were re-contacted after the incident.
  - Less than half of the victims received crime prevention information or referrals to other agencies for assistance.
  - Of those who were re-contacted, less than half were provided information about the status of their case.





# Citizen Summit Input

- **D.C. residents want avenues to participate, in an informed way, in the decision-making of the city, and they want to take on an active role in maintaining the city's quality of life.**
  - The MPD provides opportunities for residents to collaborate with the Police Service Area (PSA) teams to solve crime and disorder problems through PSA community meetings and the Partnerships for Problem Solving (PPS) program. Residents are encouraged to attend their monthly PSA meetings. The schedule is posted on the web site at [mpdc.dc.gov](http://mpdc.dc.gov).
  - The MPD will implement a Youth Problem-Solving Partnerships project to create an active youth problem-solving group in each of the seven districts. Three outreach workers will be hired to recruit youth from ages 14-21 in all populations. In addition, bi-cultural and bi-lingual outreach workers from the Asian and Latino communities will be hired to recruit youth from these underserved populations.



# Citizen Summit Input cont.

## ■ D.C. residents want improved response to 911 calls.

- In June 2001, the police communications center was moved to Macmillan drive, a state-of-the art Police/Fire/EMS joint communications facility. In addition, all 311 operations received customer service training provided by TRE Associates. Also, the MPD has conducted a workload analysis to determine the proper deployment of police resources in order to achieve faster response time to calls for service and a better distribution of time available for problem-solving. Manpower deployment decisions are being made in FY 2002; however, some increases will not occur until additional sworn members are hired.

## ■ D.C. residents want a clean city.

- In October, 2001, MPD implemented new policies and procedures that make it possible for officers to issue tickets for violations of the D.C. Code pertaining to disorder problems, especially graffiti, illegal posters, and defacing property.



# Citizen Summit Input cont.

## ■ D.C. residents more crime prevention activities.

- The MPD will continue to provide intervention services for youth at high risk for violence through the East of the River Clergy-Police-Community Partnership, the Bigs in Blue mentoring program, and night basketball. The MPD also plans to provide gang conflict intervention.
- In 2001, MPD and the Court Services and Offender Supervision Agency implemented a partnership in which PSA team members and CSOSA's community services officers conduct joint home visits (or "accountability tours") of probationers and parolees in D.C. All officers have received training, and, in FY 2002, MPD will begin training recruits.
- The MPD will provide technical assistance to working groups of residents and police officers in the PSAs where residents have indicated an interest in setting up a citizen patrol through the Office of Planning's Strategic Neighborhood Action Plans (SNAPs).





# Citizen Summit Input cont.

- **D.C. residents more crime prevention activities, continued.**
  - The MPD will work with a local domestic violence service provider to initiate a pilot advocacy effort in the Seventh District that will provide direct intervention services to victims of domestic violence.
  - The MPD will implement a Value-Based Initiative between the police, a faith-based community (East of the River Clergy), and a community-based organization. The initiative will create a Clergy Response Team for residents in crisis, two community centers with services to help residents address quality of life issues, a disaster preparedness plan for community involvement, and links to Spanish-speaking residents.





# Citizen Summit Input, cont'd

- **D.C. residents feel that the city's traffic problem is getting worse.**

Research indicates that residents' perceptions are well-founded. Projections for the next 20 years in the Metropolitan Region call for a population increase of roughly 40 percent, while road capacity is expected to grow by only 9 percent. The MPD will take a number of actions in FY 2002 to ensure the safety of our residents:

- Maximize our photo-red-light program to reduce red-light running.
- Maximize the deployment of photo-radar for speed enforcement.
- Conduct two Child Safety Seat campaigns in conjunction with the National America Buckle's Up Children initiative.
- Conduct 18 Sobriety checkpoints.
- Allocate federal monies for overtime enforcement in the areas of alcohol, speed, pedestrian, bicycle, and seatbelt enforcement.
- Continue bike helmet distribution program.





# Citizen Summit Input, cont'd

- **D.C. residents continue to feel unsafe, despite drops in crime.**
  - The MPD will continue to target open-air drug markets through focused law enforcement activities of the PSA teams, the Narcotics Strike Force, and the Mobile Force. In the Capital Communities and surrounding areas, newly hired community outreach workers will continue the progress made through Partnerships for Problem Solving. In three of the six Capital Communities – PSAs 311, 603, and 710 – crime has dropped significantly since PPS was launched in June 1999.
  - The MPD demonstrated that it could respond quickly to threats of terrorism on the morning of September 11. It quickly recalled all officers and essential civilian personnel, cancelled days off, and put all sworn members in uniform, on 12-hour shifts. MPD put officers at critical intersections throughout the city – both to enhance our visibility and to help direct traffic to the extent possible. MPD guided many people out of the city in a safe and mostly orderly manner, while continuing to provide basic policing services in our neighborhoods.

