



A VISION FOR

Safe Communities

Across the District of Columbia



Prevention & Intervention

Accountability

Sustainability

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A Letter from the Chief



Pamela A. Smith
Chief of Police

It is my honor and pleasure to present this Strategic Plan outlining many of the strategies and approaches underway by the members of the Metropolitan Police Department. Violent crime and criminal activity affects each and every one of us. The MPD is working tirelessly to improve the safety of all residents, visitors, and businesses within the District of Columbia.

This plan reflects the work of the 4,000+ sworn officers and professional staff members of the MPD, along with countless critical community partners. The MPD has been using many of the initiatives and practices highlighted in this report for quite some time, while others represent new initiatives and future efforts to address emerging trends in the District. I am continuously impressed by the hard work and creativity of the members of the Metropolitan Police Department.

The dedication of the members of the Metropolitan Police Department is unsurpassed. They are focused on crime fighting every day. This report addresses many of the ways our agency looks at prevention, intervention, accountability, and sustainability. It serves as a blueprint for the Metropolitan Police Department to continue to evolve and a way for us to be transparent to the community with our efforts.

Sincerely,

MPD Strategic Plan

OUR GOAL

Decrease crime and increase feelings of safety in all of our communities.

OUR CORE VALUES

Each one connects directly to our goal.

OUR STRATEGIC PLAN

There are three core components to building our successful strategic plan:

- **Prevention & Intervention** — The best way we can make our communities feel safer is to prevent crimes before they even happen.
- **Accountability** — We cannot prevent every crime, but we can work to ensure those who commit them are held accountable.
- **Sustainability** — This is challenging work, and we cannot do it alone. We must recruit new officers to join us, make sure our members stay healthy so they can fight crime, and look for ways to use technology and partnerships to expand our reach and impact.

GUIDING PRINCIPLES

- **Focused Law Enforcement** means the more effective use of crime data and other intelligence to better understand crime patterns, which will lead to more strategic deployment of our resources.
- **Innovative Infrastructure** means using leading-edge technologies and streamlined processes to transform how MPD polices our communities.
- **Impactful Community Engagement** means building and sustaining positive relationships in our communities and working together to create a safer city.
- **Engaged Workforce** means members are committed to the MPD mission, inspired to do their best, and valued for their contributions.



MOVING AHEAD. MPD is poised to strengthen its impact on our diverse communities.

MISSION STATEMENT

MISSION OF THE METROPOLITAN POLICE DEPARTMENT

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.*"

VALUE STATEMENTS

- » Reduce crime and the fear of crime in the community.
 - » Strive to resolve all conflicts peacefully, valuing all human life, and ensuring that any use of force is proportional to the threat faced.
 - » Ensure that all allegations of misconduct and uses of force are investigated thoroughly and impartially.
 - » Instill a sense of transparency in operations with regular reports and outreach on critical events and community concerns.
 - » Sustain a culture of building and sustaining safe neighborhoods by making the relationship between police and neighborhoods paramount — tailoring policing to neighborhoods.
 - » Continue to work with other government agencies to address the issues faced by the mentally ill in our communities.
 - » Throughout the Department, focus on how the MPD can address youth issues.
- » Build on what the MPD is doing right by continuously evaluating our strengths and weaknesses and position the MPD to be viewed and respected nationally and internationally as a model for how it serves the community.
 - » Build homeland security into the culture of the MPD and the community without creating fear.
 - » Foster a culture of innovation and initiative by leveraging technology.
 - » Support our employees as they work to serve the city.
 - » Encourage teamwork and leadership at every level of the police department and throughout the community.
 - » Emphasize that every MPD employee has the power to influence positive change — and encourage them to improve the service they provide to both the Department and community.
 - » Fortify these values by training and educating all of our members in the critical skills of communication, service, and conflict resolution.



BUILDING BRIDGES. With a commitment to creating safe and sustainable neighborhoods, we are working with our partners to make it a reality.

Prevention & Intervention

The best way we can make our communities feel safer is to prevent crimes before they even happen.

KEY STRATEGY

People and Places

PLACE-BASED STRATEGIES

VIOLENT CRIME SUPPRESSION INITIATIVE

In early summer 2023, robberies and carjackings were driving violent crime numbers and the fear of crime citywide. In response, MPD developed the Robbery Suppression Initiative. The strategy behind this initiative was: 1) Identify the high-density areas and time-frames when most of these offenses occur, and 2) Deploy additional resources to address those specific areas during those times.

In determining when and where to deploy our resources to have the greatest impact, MPD used a combination of data analysis and input from officers in the field. Initially, MPD looked at historical data related to robberies and carjackings, but the effort was later expanded to include areas experiencing high levels of other types of violent crime, namely shootings and homicides.

The operational approach taken with this initiative is what makes it different from past efforts. This initiative is a citywide effort and it focuses on coordinating resources across the different police districts. To ensure this level of coordination, each operation is led by a designated Incident Commander and the Joint Operations Command Center is also activated. This

facilitates communication across police districts and ensures that officers operating in one district have the most current information about emerging crime trends in another district.

As with many of MPD's initiatives, our public safety partners are also involved. During the operational period, MPD coordinates with federal law enforcement agencies, local university police departments, and Metro Transit Police, as well as our partners from the surrounding jurisdictions. These partnerships are critical to addressing violent crime and increasing safety for our communities.

TRAFFIC SAFETY COMPLIANCE CHECKPOINTS

A Traffic Safety Compliance Checkpoint can be an effective law enforcement tool for addressing unsafe roads. As the District of Columbia continues to work towards preventing all fatal and serious injury crashes through the citywide Vision Zero initiative, MPD is focused on safety for all who use District roads and addressing drivers who put others at risk.

In Fiscal Year 2024, MPD will conduct at least two Traffic Safety Compliance Checkpoints every month at locations throughout the city. During these deployments, officers focus on promoting safe driving through traffic enforcement and education, and by taking suspected impaired drivers and unsafe drivers off the road.

MULTIAGENCY NIGHTLIFE TASK FORCE

In 2022, MPD formed a Multiagency Nightlife Task Force to address crime and other



BECAUSE THE NIGHT. MPD works with other city agencies to help promote a safe experience for social activities along popular nightlife corridors.

public safety issues in three prime nightlife corridors: Connecticut Avenue, NW, U Street, NW, and H Street, NE. The mission is to provide a comprehensive, coordinated government response to ensure the safety of the public in these popular corridors during the peak hours.

MPD and other city partners work together to address challenges such as public operation of ATVs, instances of double and triple parking, traffic congestion, and enthusiastic revelers carrying the nightlife into residential areas. Additionally, the task force identifies operational gaps to ensure appropriate staffing and funding proposals, and creates a plan to effectively convey the scope and scale of our public safety efforts to various community stakeholders to ensure that they not only are safe but also feel safe.

MPD's partners in this effort include the following agencies:

- » Alcoholic Beverage and Cannabis Administration (ABCA)
- » Department of Licensing and Consumer Protection (DLCP)
- » District Department of Transportation (DDOT)
- » Department of Public Works (DPW)
- » DC Fire and Emergency Medical Services Department (DCFEMS)
- » Mayor's Office of Nightlife and Culture (MONC)

- » Court Services and Offender Supervision Agency (CSOSA)
- » Department of Youth Rehabilitation Services (DYRS)
- » Department of For-Hire Vehicles (DFVH)

VIOLENT CRIME REDUCTION PARTNERSHIP

The Violent Crime Reduction Partnership was built on lessons learned from the Homicide Reduction Partnership in 2022 and strategies of past Summer and Fall Crime Prevention Initiatives, as well as other evidence-based best practices. These strategies include focused enforcement, focused deterrence, and community engagement.

Three locations were identified for this initiative — two in Patrol Services North and one in Patrol Services South. These locations were selected because they had elevated levels of violent crime and disorder that required a multiagency response. The program began on January 29, 2023 and is ongoing.

PEOPLE-BASED STRATEGIES

GUN VIOLENCE INVESTIGATIONS

Most of DC's gun violence is driven by a relatively small group of people. By focusing on these individuals, MPD is able to make a significant impact on overall violence in the city. MPD's Violent Crime Suppression Division (VCSD) focuses on these individuals, identified as "Drivers of Gun Violence." Based on their activity in the community or social media platforms, VCSD investigators are able to investigate, gather criminal information, and build criminal cases to hold these individuals accountable in partnership with the US Attorney's Office.

KEY STRATEGY

Deployment of Resources

COMMUNITY FOCUSED PATROL UNIT

The mission of the Community Focused Patrol Unit (CFPU) is to supplement the efforts of patrol officers in communities experiencing higher volumes of criminal activity, emerging crime trends, and/or significant events. This unit is data-driven and its members employ focused law enforcement practices, while simultaneously providing im-



DRIVING DOWN ROBBERIES. The Robbery Suppression Unit is working to combat robberies and carjackings citywide with daily shifts.

pectful community engagement. The CFPU, primarily deployed on mountain bikes, allows for enhanced community engagement, as well as personnel deployment during periods of increased violent crime. This unit is leveraged as part of the Violent Crime Suppression Initiative.

ROBBERY SUPPRESSION UNIT

The Robbery Suppression Unit (RSU) was created to combat increases in robberies and carjackings. This unit was launched on June 9, 2023, and expanded after a few weeks to include the members of the Violent Crime Impact Team. We know guns and robberies go hand-in-hand, so this shift makes sense. The expanded RSU consists of two teams to provide coverage every day of the week.

The mission of this unit is to conduct street and traffic enforcement operations. These operations are informed and supported by information obtained from the daily BOLO ("be on the lookout") reports and information shared among MPD's investigative units, including MPD's Carjacking Task Force. This unit is also leveraged as part of the Violent Crime Suppression Initiative.

RESERVE OFFICER CORPS OPERATIONS

The Reserve Corps is made up of over 70 members who make a significant contribution to DC policing while maintaining other careers or retirement. Members of the Reserve Corps are dedicated, community-oriented volunteers who receive full law enforcement training and serve in patrol functions. In recent months, the Reserve Corps has been carrying out specific high visibility and traffic enforcement details to help supplement other efforts of the Department.

KEY STRATEGY
Keeping Our Youth Safe

JUVENILE CURFEW ENFORCEMENT PILOT

Keeping kids safe is integral to having a safe community, and MPD recognizes that we cannot do this alone.

MPD has partnered with the Department of Youth Rehabilitative Services (DYRS) to help address youth who are violating DC’s juvenile curfew law. DYRS has opened a curfew center so that when police pick up a youth violating curfew, the youth and their families can be assessed for services and support. This is critical when we are seeing groups of youth staying out late in specific areas where we have also seen a pattern of robberies and carjackings. Our goal is to get youth off the street to reduce their risk of becoming a victim of or getting involved in violent crimes.

SCHOOL SAFETY & ENGAGEMENT DIVISION

MPD is focused on keeping DC kids safe both during school hours and when they are com-

ing and going from school. Recognizing that achieving this goal requires collaboration with our schools, families, and the community, MPD has realigned our resources within the Youth and Family Engagement Bureau to create the new School Safety and Engagement Division.¹

The School Safety and Engagement Division is dedicated to adopting a cohesive approach that prioritizes the safety of our students and residents. This involves a comprehensive safety strategy around educational institutions and well-coordinated community events and outreach initiatives designed for both young individuals and adults.

Aligned with the Department’s overarching vision, this division aims to establish a secure learning environment for students, ensure the safe execution of activities and events, and facilitate secure journeys to and from school. Moreover, the division is committed to bridging the gap between community members and officers by delivering substantial assistance to the District’s families through meaningful engagement, facilitating connections to essential services and accessible resources, and extending community outreach efforts.

¹The new School Safety & Engagement Division combines previously distinct units, including the School Safety Division, Youth Intervention and Prevention (YIP), Side by Side Band, and community affairs/events.



LOOKING AHEAD. Members of the YFEB Youth Intervention & Prevention Unit visited several schools and recreation centers to reconnect with students and staff at the beginning of the new school year.

By combining previous units into one division, MPD can provide a more unified framework, ensuring a harmonized approach to both school safety and community initiatives. This synergy directly enhances patrol operations, contributing to the establishment of enduring relationships with all segments of our communities.

SCHOOL ZONE TRAFFIC ENFORCEMENT AND EDUCATION

At the start of the 2023-2024 school year, MPD initiated the School Zone Traffic Enforcement and Education initiative. In concert with the District’s Vision Zero Plan, MPD is focusing on traffic enforcement and education in areas around schools, with one enforcement area in each of the seven police districts.

In addition to enhanced traffic enforcement by all MPD members in school zones, MPD will assign at least one officer to each of the designated areas during the three hours prior to arrival time and three hours after dismissal. During these deployments, officers will focus on distracted driving, speeding, stop sign violations, and pedestrian violations.

MPD CADET CORPS

MPD is constantly working to grow its ranks and actively recruit talent. The MPD Cadet Corps is a specialized program that gives 17- to 24-year-old Washingtonians the opportunity to serve as uniformed, civilian employees. Members of the Cadet Corps earn a salary while also taking college courses, and they can earn up to 60 tuition-free credits toward



BUILDING THEIR FUTURE. The Cadet Corps helps youth earn while learning.

a degree — putting them on track to enter MPD’s Police Officer Recruit Program.

The Cadet Corps is a place to learn, hands-on, about policing while earning college credits by attending the University of the District of Columbia Community College. Cadets spend part of their time working specific job assignments for MPD while also working toward their degree.

MPD also offers the Cadet Corps High School Program, which is designed to prepare high school seniors for entrance into the full-time Cadet Corps. This program lets high school seniors complete their senior year of school while working part-time for the Metropolitan Police Department Cadet Corps.

YOUTH EXPEDITIONER PROGRAM

Building on the success of MPD’s Cadet program, MPD is revitalizing the Youth Expeditioners program to engage younger members of our community. The Expeditioners program will provide hands-on experience to youth who may be interested in the field of law enforcement or seek to learn more about the MPD. The program is open to individuals from 6th grade through the age of 20.

The Expeditioners program will educate youth on the many career paths and partnerships within the field of public safety. Expeditioners will learn about a broad range of policing topics, from investigative skills to traffic stops to community policing. The program will include physical fitness instruction, showing participants fun ways to keep active and healthy. Expeditioners will meet twice a month on Saturday mornings.

YEAR-ROUND YOUTH ENGAGEMENT

Members of each patrol district and the Youth and Family Engagement Bureau participate in events all year long to engage with young people. These include fun seasonal events, like Halloween Safe Havens and holiday shopping with Heroes & Helpers and Shop with a Cop.

KEY STRATEGY
Data and Research

GUN VIOLENCE
PROBLEM ANALYSIS

In 2019, the Criminal Justice Coordinating Council (CJCC) contracted with the National Institute of Criminal Justice Reform (NICJR) to conduct the District’s first Gun Violence Problem Analysis (GVPA). The GVPA identified the key drivers of fatal and non-fatal shootings during 2019 and 2020. From this research, a list of individuals who were most likely to be involved in violent crime, either as a victim or offender, was developed. The results of this research have been critical to MPD’s efforts in identifying the “Drivers of Gun Violence” in the District for investigation and apprehension.

The CJCC has reengaged NICJR to conduct the 2023 GVPA. In addition to refreshing the research, they are also training the CJCC staff in the methodology so they can do the updates in the future. MPD has participated in this effort by providing data related to homicides and shootings, as well as participating in interviews with the assessment team.



FIGHTING CRIME. One of MPD’s professional staff members — a videographer/editor — works on an upcoming series about crime and ways in which citizens can make an impact in their communities.

PUBLIC SAFETY PARTNERSHIP ASSESSMENTS

In 2022, Washington, DC was selected to participate in the US Department of Justice (DOJ) National Public Safety Partnership (PSP) program. During the three-year engagement period, DC has access to numerous resources, conference and training opportunities, and technical assistance — all at no cost to the city. As part of the technical assistance for the first year, MPD identified a need for independent assessments in three areas: Non-fatal Shootings, Youth Violence, and Grants.

In August, MPD received the Grants Landscape Report and is currently reviewing those findings and recommendations. The Non-Fatal Shooting Assessment was initiated in April, and a final report is expected soon. Finally, the Youth Violence Assessment is in progress. In addition to the findings and recommendations contained in these reports, the PSP program provides follow-up technical assistance in implementing the recommendations.

Accountability

We cannot prevent every crime, but we can work to ensure those who commit them are held accountable.

KEY STRATEGY
Investigations

EFFICIENCY THROUGH TECHNOLOGY

- **Video Analytics** — Video analytics has the potential to save MPD detectives hours of time. Current video analytics programs have the capability to analyze large quantities of CCTV and security video in a matter of minutes. Sophisticated programs can search for individuals and vehicles involved in crime based on physical characteristics (e.g., red four-door sedan). MPD is exploring how acquiring this type of technology could help our detectives work more efficiently to close cases sooner.
- **Expanding Forensic Analysis Capacity** — MPD is committed to problem solving when it comes to closing cases. One challenge that many of our cases face is limitations on how quickly our evidence can be analyzed, especially DNA evidence. MPD is working with our partners to identify additional contract facilities that can speed up the time it takes for DNA collected from a crime scene or weapon to be connected to an individual. This process is crucial to having the case move forward in the prosecution process.
- **Digital Searches** — In spring 2023, MPD deployed an investigative platform that

helps detectives more quickly and accurately review the millions of pages of documents they receive each year in response to lawful searches of cell phones, social media accounts, and other key evidence. The platform will help to quickly analyze large volumes of data to identify patterns and connections with greater speed and accuracy, allowing police to identify incriminating or exculpatory information related to serious crimes.

KEY STRATEGY
Partnerships

JOINT TASK FORCES WITH FEDERAL LAW ENFORCEMENT PARTNERS

- **Carjacking Task Force** — The mission of the Carjacking Task Force is to investigate all carjackings and pattern robberies that occur throughout the District. In addition, this team works closely with federal and regional law enforcement partners to investigate these offenses, which sometimes involve suspects committing multiple crimes in different jurisdictions.
- **National Integrated Ballistic Information Network (NIBIN) Investigations Unit** — The National Integrated Ballistic Information Network (NIBIN) Investigations Unit investigates all gun-related crimes in the District, assists detectives with ongoing investigations, facilitates

firearms trafficking investigations, and conducts racketeering and organized crime (RICO) investigations into violent street crews. The unit coordinates all NIBIN-related matters with the ATF/MPD NIBIN site, triaging and tracking all NIBIN leads to apprehend violent offenders and get illegal firearms off DC's streets.

- **Capital Area Regional Fugitive Task Force (CARFTF)** — Detectives from MPD's Homicide Branch participate in a task force run by the United States Marshals Service focused on apprehending fugitives. Since its inception in 2004, CARFTF has successfully apprehended more than 94,000 fugitives, helping the District to remove from our streets some of our most dangerous and violent fugitives, always striving to make the community safer.
- **Violent Crime Impact Team (VCIT)** — The Violent Crime Impact Team is a joint partnership established by MPD with

several of our federal partners, including the Federal Bureau of Investigations (FBI), the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), and the Drug Enforcement Agency (DEA). The focus of VCIT is to reduce violent crime by using intelligence-driven operations and enhancing our investigative abilities through federal agency partnerships.



REDUCING GUN VIOLENCE. Through various programs, MPD and its local and federal partners are working to reduce the impact guns have on our communities.

Sustainability

This is challenging work, and we cannot do it alone. We must recruit new officers to join us, make sure our members stay healthy so they can fight crime, and look for ways to use technology and partnerships to expand our reach and impact.

KEY STRATEGY

Investment in Our Members

WOMEN IN LAW ENFORCEMENT

Women in law enforcement play an important role in making our communities a safe place to live and work. However, nationally, women make up only 12 percent of sworn officers and three percent of police leadership.

MPD is proud to be a national leader in this area. Women make up 29 percent of our workforce, and we lead the country with 24 percent of our sworn members being women. In addition, our command staff, both sworn and professional staff, is 40 percent female. But



WOMEN IN BLUE. The national 30x30 initiative is working to increase female representation in law enforcement to 30 percent by 2030.

we believe we can still do more to increase the representation of women in our ranks.

In an effort to further the recruitment, retention, and promotion of women in policing, MPD signed the 30x30 pledge in November 2021. The 30x30 Initiative is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in policing agencies across the United States.

The ultimate goal of this national campaign is to increase the representation of women in police recruit classes to 30 percent by 2030 and to ensure police policies and culture intentionally support the success of women officers throughout their careers. (The 30x30 Initiative is based on the importance of achieving at least 30 percent representation to empower a group to influence an organization's culture.)

MPD is proud to say that the majority of recruit classes are meeting the 30-percent target for female recruits, and we continue to look for ways to support the women in our ranks. As a 30x30 Initiative, MPD will be holding its first Women's Symposium. This event will provide members of the Department an opportunity to hear from women in both sworn and professional staff leadership roles within the Metropolitan Police Department and surrounding jurisdictions. We are committed to fostering a learning environment where each member will gain insightful information on how they can grow and thrive within their

respective roles and spaces. Participants will enjoy inspirational words from our keynote speaker and hear words of wisdom during a panel discussion with phenomenal women in law enforcement.

EMPLOYEE WELL-BEING

- **Expansion of the Chaplain Corps** — To help support the spiritual wellness of our members, MPD expanded the Chaplain Corps from one to seven chaplains. The MPD has a long-standing Chaplain Corps to help and provide empathy and compassion to MPD's members. Chaplain Corps members respond to critical incidents, provide counsel to the MPD members who request their service, visit the MPD members who are sick or injured either at home or in the hospital, attend the funerals of active and retired members, participate in Department events and community outreach, and present formal lectures as requested. MPD is proud of this diverse and growing Chaplain Corps for all the support they offer our members at roll calls, staff meetings, ride-alongs and more.

- **Wellness App** — MPD is committed to expanding and encouraging access to mental health resources. In order for our officers to take care of our communities, they must first take care of themselves. To ensure our members have access to high-quality resources and programs, MPD is committed to diversifying the ways that they can access content and be able to connect to resources. So, in addition to the wellness website and the monthly newsletter, MPD is identifying a wellness app that would be an additional tool for members. The app would connect members to local and national resources as well as MPD services, like our Chaplain Corps.

- **Peer Support Program** — In 2022, MPD's Employee Well-being Unit was awarded a grant from the DOJ Law Enforcement Mental Health and Wellness Act (LEMHWA) Program to help

fund the development, training, and implementation of a peer support team. The peer support team, called the Peer-Link Team, will be composed of a diverse group of sworn members across all ranks and professional staff to be available to fellow MPD members to offer emotional support during times of personal and professional crisis. PeerLink Team members are not mental health nor medical professionals; rather, they are trained to anticipate member needs to help prevent crises from occurring and to be knowledgeable on a diverse set of resources and services available to law enforcement professionals on a wide variety of topics. The development of a peer support network was also one of the recommendations made by the Police Executive Research Forum (PERF) in the MPD Organizational Culture Assessment.

- **Family Resources** — One challenge faced by many of MPD's members is accessible, affordable care for children and loved ones. MPD has secured grant funding from the DOJ Law Enforcement Mental Health and Wellness Act (LEMHWA) Program to develop a family resources plan for engaging families and providing resources, to include a childcare feasibility study and retirement transition plan.

We know the important role that families have in our members' lives and that they play a significant role in mitigating stress. Childcare was one of the top identified sources of stress for members in a recent assessment. Based on the results of the study, MPD may discover solutions, such as the need to establish our own childcare service within the Department or even Districtwide, as well as a pathway to launch those efforts.

- **Retirement** — The Retirement Transition Program that MPD will develop will address the sharing of knowledge and skills of retiring members through a thoughtful and meaningful succession planning process. This program will also provide them with access to mental health and well-being resources, with the recognition of the significant life change that they are about to embark on.

Each of these projects supports our members so they can feel cared for and able to get the support they need for their physical, mental, spiritual, financial, social, and intellectual health. By meeting the needs of our members, they are better equipped to focus on community relationships and their policing duties knowing that they work for a department that values them, cares for them, and wants them to be healthy and well.

RETENTION INCENTIVES

- **Police Officer Retention Program** — It is important to recognize our members who work hard and stay committed to MPD's mission. As part of this, MPD offers additional financial compensation through the Police Officer Retention Program. Eligible members may apply to receive a financial award to be used for higher education expenses in return for a commitment to remain with the Department for at least three years.

- **Take-Home Vehicles** — MPD is also exploring the expansion of the current take-home vehicle program as a further incentive for remaining with the agency. MPD currently provides take-home vehicles for selected uniform patrol members (and other members as designated by the Chief of Police) who live in the District to increase police presence in the community, to serve as a deterrent to criminal activity through high visibility, and to serve as an incentive for patrol members that reside in the District of Columbia.

There are approximately 14–18 vehicles in each patrol district, but MPD is looking to increase those numbers.

HIGH-QUALITY TRAINING

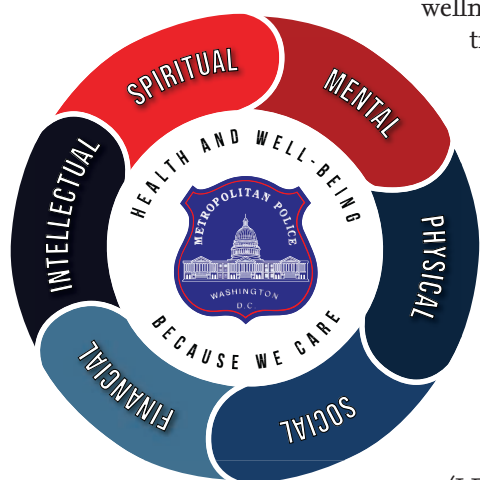
Another important investment that MPD can make in our members is providing opportunities for them to develop and hone their skills. MPD has taken steps to both expand and enhance our training programs for all members.

- **Leadership Training** — MPD has invested in our current and future leaders with new leadership training programs, including the DC Police Leadership Academy and the Policing Leadership Academy at the University of Chicago Crime Lab.

- » **The DC Police Leadership Academy** uniquely targets growth for middle management ranks (i.e., lieutenants and captains). Through this program, participants develop a critical growth mindset and learn management approaches to continually hone their personal and organizational leadership skills. The three-week program, broken into two sessions, includes approximately 70 participants from across the US as well as international law enforcement agencies.

- » **The Policing Leadership Academy at the University of Chicago Crime Lab** is geared toward captain/commander level leaders from localities around the country and the world. Comprised of University of Chicago faculty, national law enforcement experts, and leaders across other disciplines, the academy's curriculum focuses on teaching police leaders how to professionalize their departments with better training, management systems, accountability, and data-driven decision making.

- **Innovative Training** — MPD has partnered with outside organizations to bring high-quality training directly to our members. Two nationally recognized programs used by MPD include **Active Bystandership for Law Enforcement (ABLE)** from Georgetown Law, and **Integrating Communications, Assessment, and Tactics (ICAT)** from the Police Executive Research Forum (PERF).



GROWING LEADERS. The DC Police Leadership Academy launched in 2023.

- » ABE prepares officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention. The program delivers practical, scenario-based training for police agencies in the strategies and tactics of police peer intervention.
- » ICAT is an innovative, evidence-based approach to use-of-force training that provides first responding police officers with the tools, skills, and options they need to defuse a range of critical incidents successfully and safely. ICAT focuses on situations involving persons in crisis and those who are unarmed or armed with weapons other than firearms. The training program is anchored by the Critical Decision-Making Model that helps officers assess situations, make safe and effective decisions, and document and learn from their actions. This program will be incorporated in the Department’s annual Professional Development Training in 2024.
- » MPD is also bringing innovation into training at the Metropolitan Police Academy. Under a federal grant from DOJ’s Office of Community Oriented Policing Services, MPD is incorporating virtual reality into its scenario-based training. MPD engaged a vendor to help develop a library of scenarios that can be used for training officers. These scenarios were filmed at various locations around the District and featured MPD vehicles, officers, and other resources to make the scenarios specific to MPD.
- » **Curriculum Expertise** — MPD’s Curriculum Development and Instructional Design Division was created with a mandate that includes the design and development of police academy curricula (recruit, in-service, and specialized

trainings), an instructor certification course, and the establishment of processes and standards related to curriculum and instruction. The division ensures all MPD curriculum is using best practices in adult learning theory, including ADA compliance, and that the curriculum is updated and maintained to reflect current policy and law. This division is led by professional staff with expertise in the areas of curriculum development and instructional design.

KEY STRATEGY Enhancing the Workforce

RECRUITING TEAM EXPANSION

To increase our ability to find the best candidates, MPD has expanded its team of recruiters. With the addition of five dedicated recruitment staff members, MPD is engaging in more in-person recruiting. MPD is also adding staff who are familiar with different communities throughout Washington, DC. These new staff members will help MPD form partnerships with academic and military institutions, to bring in talent.

HIRING BONUSES

To ensure MPD maintains a competitive advantage when it comes to recruiting the best candidates, we offer new officers a \$25,000 hiring bonus. New recruit officers receive \$15,000 when they begin their academy training, and upon graduation from the police academy, they receive an additional \$10,000.

EMPLOYMENT INCENTIVES

- **Housing Assistance** — New MPD members are eligible for temporary housing and rental assistance. Temporary housing at local hotels is available for up to two weeks for new hires who live more than 50 miles away from Washington, DC. Rental assistance is also available at \$1,000 a month for six months for a residence in DC up to \$6,000. (If a member uses the temporary housing benefit, that amount is deducted from this total \$6,000 benefit.)



NUMBERS GAME. Recruiting efforts have been paramount in our efforts to grow.

- **Tuition Reimbursement** — MPD believes in investing in our members, and that includes their education. Under the newly expanded Tuition Reimbursement Program, employees may seek reimbursement of up to \$1,600 per semester/session for two undergraduate courses or one graduate course. The maximum tuition allowed is \$4,800 per academic year.⁴ Courses may be taken at any accredited college or university, and classes do not have to be directly related to an employee’s present position or a specific promotional opportunity. However, the courses must be related to the mission or a critical function of the MPD and District of Columbia government.

KEY STRATEGY Leveraging Technology

CCTV CAMERA EXPANSION

Video footage is a critical piece of evidence in an investigation. In an effort to increase the coverage of CCTV cameras citywide, Mayor Bowser has provided funding to add 50 new cameras across the city, with a commitment to double the total number of cameras in the next two years. To determine where these cameras

⁴Students are responsible for making all up-front tuition payments themselves. Those who receive a grade of “C” or better for undergraduate programs and a “B” or higher for graduate programs are eligible for reimbursement of tuition and mandatory fees only (all other charges are paid by the student). <https://joinmpd.dc.gov/basic-page-2020/mpd-benefits>

will be located, MPD will use a combination of crime analysis, district commander recommendations, and input from the community.

UPDATING OUTDATED TECHNOLOGY

One area of focus when it comes to law enforcement technology is making sure the systems we use are keeping up with advances in our existing technology. New innovations in how we collect, digest, and share information quickly are critical to staying on top of crime trends or shortening the time it takes to apprehend an outstanding suspect.

Two technologies that MPD is focused on updating include our fleet of License Plate Reader (LPR) machines and the camera technology used in our department helicopters. LPRs are a critical tool for helping our officers identify stolen vehicles or vehicles that have been used in crimes. The LPR scans nearby license plates and alerts officers when it gets a “hit.” The officers can then conduct further investigation and apprehend outstanding offenders. In addition, as we update our helicopters, we are ensuring their video technology is also updated. The video captured by these systems can be important for preserving video evidence that supports key cases.

One innovation coming soon will improve the effectiveness of our BOLO (“be on the lookout”) notifications. MPD is getting ready to launch a new smartphone application that allows detectives to quickly generate and disseminate BOLOs. The new app ensures all the critical information is included before it is sent out, and officers can customize their settings to see BOLOs just in their district or citywide. Standardizing how this information is presented and allowing it to be disseminated more quickly will help our officers act on fresh information.

EXPLORING NEW TECHNOLOGIES

Technology changes rapidly and MPD is always monitoring trends to help identify tools that are cost effective and support public safety. Agencies across the US and the world have had success in deploying drone technology to benefit their tactical operations, reduce potential officer injury or physical confrontations, improve intelligence, and provide more effective police services. MPD is currently exploring the potential for this technology to enhance our operations.

KEY STRATEGY
Strengthening Trust and Partnership with the Community

COMMUNICATIONS

Communication with our community is a top priority for Chief Smith and the Metropolitan Police Department, and is vital to building trust and sharing information with the residents, businesses, and visitors of the District of Columbia. MPD's Office of Communications is focused on communicating and engaging with the community we serve through social media, traditional media, community and volunteer outreach, special events, and more. In 2023, MPD launched a new initiative within the Office of Communications to focus on not only providing timely and accurate information about crimes and incidents, but also the positive news and everyday work, that is being done by the men and women of MPD.

MULTIAGENCY POLICE AND COMMUNITY TOGETHER (M-PACT) INITIATIVE

MPD is working to create greater safety by focusing on the problem areas that have been identified by the communities themselves. This approach combines both enforcement and the infusion of resources to resolve issues, as well as engagement with stakeholders. In several areas across the city, MPD has joined with other government partners and the community to identify concerns and work to resolve them. This is an ongoing effort with new areas identified and programs planned bimonthly.

This program operates in three phases: enforcement, engagement, and celebration. An important aspect of this program is that each phase is tailored to the needs of the particular community.

During the enforcement phase, different MPD units work together, along with other law enforcement and federal partners, to directly address criminal activity in the focus area. Depending on the crime trends in the area, this can include targeting illegal narcotics

transactions, illegal firearms interdiction, quality-of-life and traffic enforcement, and maintaining a visible presence in the area.

In the engagement phase, MPD partners with other agencies to deliver services and resources to support the community's needs in a whole-of-government approach. The following are some examples of what partner agencies can provide as support:

- Department of Licensing and Consumer Protection (DLCP) — Code compliance
- Mayor's Office of Community Relations and Services (MOCRS) — Address community and business owner concerns
- Department of Behavioral Health (DBH) — Mental health resources
- Deputy Mayor for Health and Human Services (DMHHS) — Engage with un-housed individuals
- DC Fire and Emergency Medical Services Department (DCFEMS) — Assist with NARCAN distribution
- Court Services and Offender Supervision Agency (CSOSA) — Provide accountability tours and rapid engagement

Other partners that have joined this effort include Washington Metropolitan Area Transit Authority (WMATA), Department of Public Works (DPW), DC Health, District Department of Transportation (DDOT), and Alcoholic Beverage and Cannabis Administration (ABCA).

The third and final celebration phase is a community outreach day. This is an opportunity to celebrate all the work accomplished. This includes engagement with community members by the District Outreach team, as well as our Special Liaison Branch, and entertainment from MPD's Side by Side Band.

This program offers several benefits. In addition to being responsive to community complaints about problem areas, it affords MPD members the opportunity to get out of their cars and engage directly with community members.

52 WEEKS OF COMMUNITY SAFETY WALKS

Beginning in July 2023, Chief Smith asked each of the patrol district commanders to schedule at least one community safety walk



LISTENING TO OUR NEIGHBORS. Chief Smith has pledged to hold community walks each week in her first year.

per week. These walks are typically led by the district commander and joined by other MPD officers. Chief Smith also joins at least one walk per week.

These walks provide an opportunity for patrol leaders to hear directly from our community partners and walk alongside them to better understand their concerns related to public safety. These walks often include other agencies whose resources can be leveraged to improve neighborhood safety.

COMMUNITY ENGAGEMENT ACADEMY

Launched in 2015, MPD's Community Engagement Academy (CEA) gives community members the chance to learn firsthand about police operations. Through this eight-week program, the MPD gives participants a personal view of the positive aspects and challenges that officers encounter every day. During training, participants learn about:

- The recruit training program.
- Common policing scenarios and challenges.
- Patrol Services and take station tours.
- Specialized policing units (e.g., K-9, bomb squad, harbor patrol).
- Use of force.
- Various policing topics from command staff members.

There are typically three cohorts of the Community Engagement Academy held annually (summer, fall, and spring).

DISTRICTWIDE ENGAGEMENT EVENTS

MPD also participates in Districtwide engagement events. Two of our most popular events over the summer months are Beat the Streets and National Night Out.

» **Beat the Streets** uses the power of music and celebration to bring people together, curtail violence among the youth of DC, and share resources from various government and private agencies with designated communities. These agencies and vendors provide information to assist the community with health care, vocational, and financial needs as MPD engages residents to build stronger community-police relations, and safer and healthier environments. Beat the Streets is hosted in six districts based on crime statistics and the areas in most need of service.

» **National Night Out** is an annual event, sponsored by the National Association of Town Watch, that takes place on the first Tuesday in August. Each year, MPD actively joins thousands of DC residents, DC government and nonprofit agencies, and other community leaders to celebrate. In addition to the numerous activities at the kickoff event, communities across DC — in all seven police districts — have scheduled events during the late afternoon and evening hours.

COMMUNITIES WITHIN COMMUNITIES

CITIZEN ADVISORY COUNCILS

Citizen Advisory Councils (CAC) have been a long-standing part of MPD's connection to the community. District-based CACs provide vital information to their district commanders and to the Chief of Police, offering input and their perspective from the community lens.

EXPANSION OF THE COMMUNITY ENGAGEMENT ACADEMY

MPD is also looking for ways to further expand our Community Engagement Academy (CEA) program to reach new communities. In early September 2023, MPD graduated a CEA class specifically designed for Hispanic/Latino residents in the District. This program was delivered exclusively in Spanish, leveraging the Department's Spanish-speaking members to provide the participants with an intimate and behind-the-scenes view of law enforcement in the District. MPD partnered with the Mayor's Office of Community Affairs (MOCA) including the Mayor's Office of Latino Affairs (MOLA), to promote the program, and outreach to Spanish-language media outlets resulted in positive coverage of the program.

In order to make the greatest overall impact with inclusivity, and to ensure that



LATINO ENGAGEMENT. A recent CEA class was delivered exclusively in Spanish for DC's Latinx residents.

MPD is touching the widest cross section of the city across all eight wards, MPD has plans to expand the program over the next two years to include new groups, such as the Deaf and Hard of Hearing community, and will continue to expand to new cultural groups who do not speak English as their first language (LEP/NEP communities). By expanding this initiative, the Department will help to strengthen police and community relations across all communities.

NATIONAL FAITH & BLUE WEEKEND

Faith & Blue is based on the premise that law enforcement and faith-based institutions are both key pillars of every local community and when they join forces, neighborhoods thrive. During the Faith & Blue weekend each year, law enforcement agencies and faith-based organizations across the nation



co-host thousands of unifying activities, such as problem-solving discussions, unity marches, vigils for understanding, community service projects, athletic events, barbecues, safety briefings, essay contests, open houses, and movie previews followed by shared discussions.

MPD recognizes the vital and unique role that faith-based organizations play in our community. Engagement efforts like these are fundamental to the Department's goal of making the District of Columbia a safer place to live, work, and play, and our work with faith-based organizations is critical to that effort.

CHIEF'S QUARTERLY FAITH ADVISORY

In collaboration with the Mayor's Office of Religious Affairs, Chief Smith has established a Chief's Quarterly Faith Advisory. This group of leaders from the faith community will meet quarterly at different locations throughout the District to share with the Chief the key concerns and perspectives from their respective communities. There will also be an opportunity for them to ask questions of the Chief and hear about her priorities. The members of MPD's Chaplain Corps will also participate.

YOUTH TOWN HALLS

Young people in the District are often impacted by crime, but not necessarily asked about their experiences or views of policing. To better understand this important segment of our community, MPD organizes Youth Town Hall events.

Previous events have included a panel with the Chief, MPD leadership, and representatives from Metro Transit and school leaders. Following the panel discussion, youth participants were divided into smaller breakout groups to have discussions, led by student facilitators. Following the breakout sessions, the groups report back their discussions to the panel, and the panelists were able to give feedback and have an exchange with the participants. The outcome of these events is increased understanding and appreciation for everyone's experiences.



COMMUNITY ENGAGEMENT. The CEA provides District residents an inside look at MPD.

BLUE TABLE TALK

MPD plans to launch a program called “Blue Table Talk” (inspired by the popular show “Red Table Talk”). This program creates a forum for young people throughout DC to meet with the Chief to discuss the issues that concern them most. The goal of this program is to break down barriers and give kids a chance to tell the Chief, in their own words, their experiences with crime and how the police impact their lives. It is important to hear from youth all across the District, so these sessions will be held in various locations.

For each session, the Chief will invite special guests to join her for a candid conversation about policing in the District. Panelists could include people who have been impacted by violence, officers with an impactful story, or mental health advocates/counselors. The Chief would interview the panel in front of an invitation-only intimate audience (no more than 50 people). After the panel discussion, the Chief would moderate a broader discussion with the audience.

CHIEF’S YOUTH ADVISORY COUNCIL

The Youth Advisory Council (YAC) is an MPD outreach program that engages high school students from DC Public Schools and DC

Public Charter Schools across the city. The YAC motto is “Exposure Creates Opportunity...Opportunity Breeds Success.” The student participants are identified by the school counselors and School Resource Officers, and the program is designed to host approximately 100 youths each year.

The Youth Advisory Council holds monthly meetings that include a variety of topics and workshops. Many of these sessions focus on building skills, like resume writing or interviewing, or helping participants prepare for college. The YAC members also go on field trips to local museums and campus tours at local universities.

The purpose of these workshops and field trips is to improve police-community relations and encourage positive behavior through exposure to positive experiences. During each session, there are at least eight sworn MPD members who engage with the youth and actively participate in the programs. As a testament to the quality of the program, more than 80 percent of the YAC program participants return to participate in the program the following year.



CATERING TO THE YOUNG. MPD’s relationship with the youth in our communities is critical to our ability to respond to and make connections with those who will have the greatest impact on the city’s future.

SPECIAL LIAISON BRANCH

MPD’s Special Liaison Branch (SLB) is a model for community policing in its work with historically underserved communities. SLB works closely with the District’s vibrant communities, in particular its African, Asian, Deaf and Hard of Hearing, interfaith, LGBTQ+, and Latino communities. Members of our Liaison Units respond to crime scenes and incidents to support members of these diverse communities, and they also work to support the community with non-criminal incidents too, such as helping to locate missing persons or with death notifications to family members.

SLB hosts and participates in meetings and presentations to provide the community with public safety materials and information that helps promote understanding. MPD also works to improve the reporting of bias crimes in the community by providing outreach and educational sessions on the importance of reporting crime.

CO-RESPONSE PROGRAM — IN PARTNERSHIP WITH THE DEPARTMENT OF BEHAVIORAL HEALTH

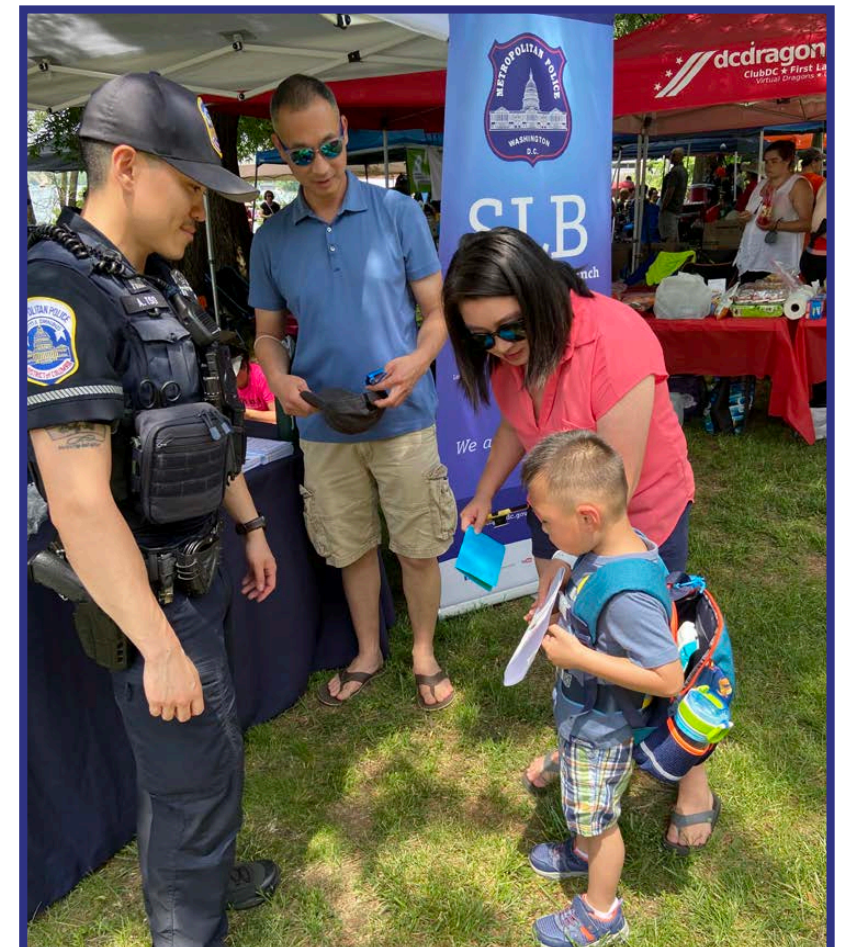
MPD is working with the Department of Behavioral Health (DBH) to strengthen District response to individuals with chronic or crisis mental health challenges and the communities in which they live. In the fall

of 2023, we will launch a Co-Response Team pilot, which partners an officer and a behavioral health professional together to respond to these needs in our community.

IMPACTFUL PUBLIC SAFETY COMMUNITY ENGAGEMENT

SECURITY CAMERA REBATE PROGRAMS

One critical way the community can help MPD solve crimes is through participating in the city’s Private Security Camera Incentive Program. This program encourages residents, businesses, non-profits, and religious institutions to install security camera systems on their property and register them with the Metropolitan Police Department. This program is intended to help deter crime and assist law enforcement with investigations. There are two ways to participate:



SPECIAL LIAISONS. The SLB helps connect with historically-underserved communities across the city through outreach and special events.

- The Private Security Camera Rebate Program provides a rebate of up to \$200 per camera, with a maximum rebate of up to \$500 per residential address (e.g., home offices, condo buildings, and apartments) and \$750 for all other eligible addresses. The rebate is exclusively for the cost of the camera(s) including any applicable tax.
- The Private Security Camera Voucher Program provides a private security camera system to eligible residents free of charge. District residents — either owners or tenants — who receive public assistance may be eligible to have a camera system installed at their home.

of “ghost gun” or a firearm equipped with an automatic conversion device are eligible for an additional reward of up to \$5,000.

AMAZON LOCKER PROGRAM

Residential package thefts have been an ongoing nuisance impacting neighborhoods citywide, with thefts occurring year-round. In 2022, MPD became the first city in the nation to install community Amazon lockers outside of police stations. MPD unveiled the new lockers — wrapped with artwork created by students at Randall Highlands Elementary School — at the Sixth District station in our Deanwood neighborhood and at the Anacostia-based substation. When residents order on Amazon, they have an option to have their items delivered to one of the police station hubs.

Based on the success of the pilot program in the Sixth District, MPD is actively working to expand the locker program to additional district stations across the city.



EXTRA EYES AND EARS. The Private Security Camera Incentive Program gives DC residents a cost-effective way to help deter crime in their communities and capture potential evidence when incidents do occur.

Building on the success of the Private Security Camera Incentive Program, Mayor Bowser accepted a \$500,000 donation from a private business to the District that will go toward procuring and distributing an estimated 5,000 dash cameras to DC residents who work as delivery and/or rideshare drivers.

Footage from these types of cameras could be invaluable in helping MPD detectives return a vehicle to the owner following a theft or carjacking.

GUN TIP PROGRAM

MPD needs the community’s help to get illegal guns off our streets. To show just how crucial tips from the community about illegal guns really are, MPD recently increased the reward amounts. A member of the public who provides a tip leading to an arrest and a seizure of an illegal gun will be eligible for a minimum cash reward of \$1,000 and up to \$2,500. In addition, tips leading to the arrest and seizure



SPECIAL DELIVERY. The Amazon Locker program offers a safer method for residents to receive their packages without fear of them being stolen.

IT TAKES A COLLABORATIVE APPROACH to improve our safety, and all of our sworn officers and professional staff members are committed to the hard work ahead. Building safe communities throughout the District of Columbia is critical to benefit our residents, visitors, and businesses.

—Pamela A. Smith
Chief of Police



METROPOLITAN POLICE DEPARTMENT

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