Promising Practices of the District of Columbia Metropolitan Police Department
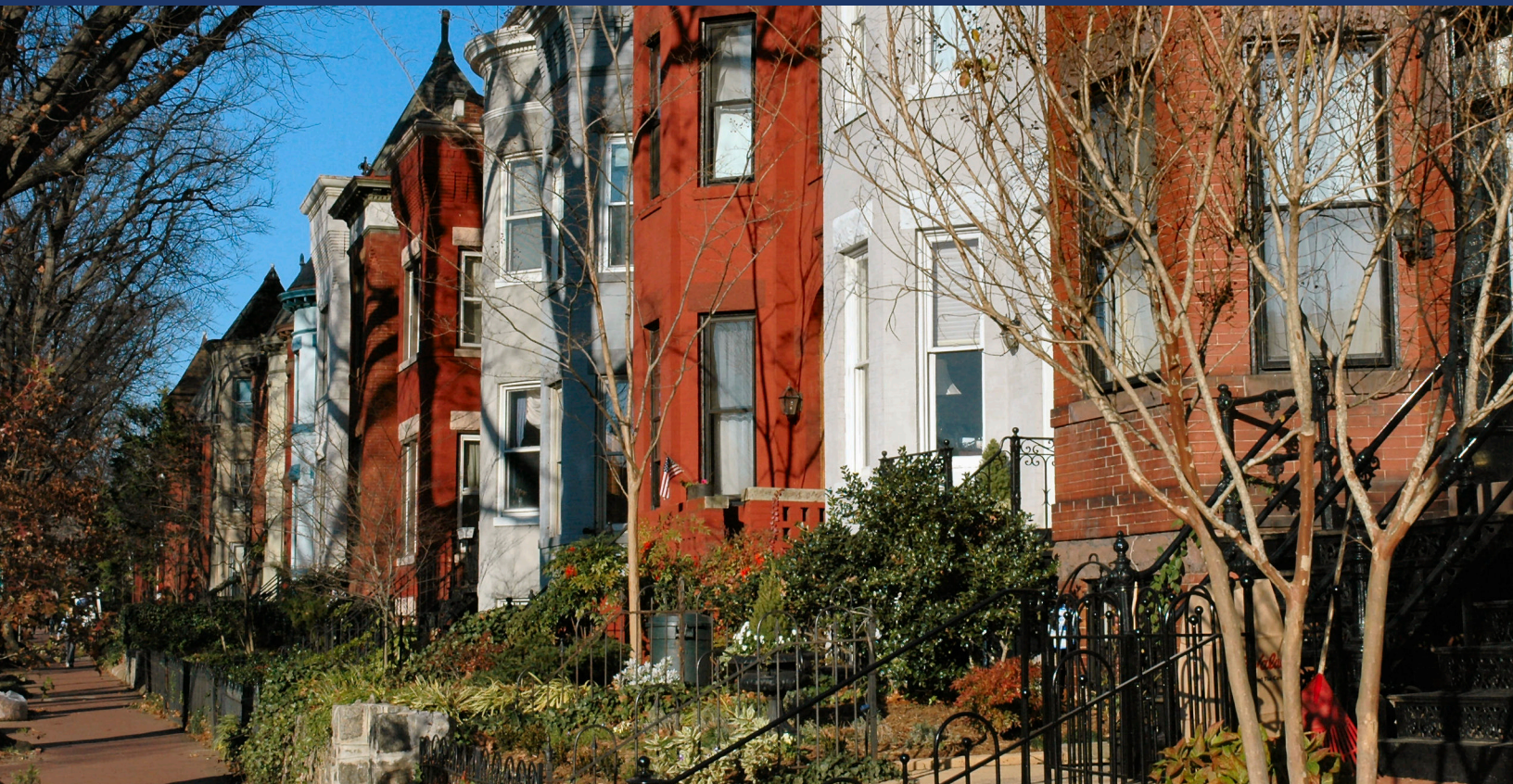
Jocelyn Fontaine

Joshua Markman

Carey Nadeau

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Acronyms

CSOSA Court Services and Offender Supervision Agency

DC District of Columbia

DCPI District of Columbia Crime Policy Institute

DPR Department of Parks and Recreation

DYRS Department of Youth Rehabilitation Services

JUSTIS Justice Information System

MPD The Metropolitan Police Department

PSA Police Service Area

Executive Summary

From 2008 to 2009, Washington, DC experienced declines in all Part I violent crimes reported in the Uniform Crime Reports collected by the Federal Bureau of Investigation. These reductions equate to a 7 percent overall decline in violent crimes from 2008 to 2009, including a 23 percent reduction in homicide. From 2000 to 2009, violent crime in DC declined by 12 percent. Over the 2000 to 2009 time period, some other large cities in the U.S. have also experienced violent crime declines while other large cities have not; thus, national violent crime trends from 2000 to 2009 have been fairly flat. Indeed, the DC violent crime decline is notable as it has been outpacing national trends. While many possible factors likely contributed to DC's historic reductions in violent crime, certainly the practices of the DC Metropolitan Police Department (MPD) played a critical role. To explore the role of MPD in the violent crime decline, the District of Columbia Crime Policy Institute (DCPI) was tasked by the Executive Office of the DC Mayor to develop an understanding of the department's violent crime reduction, prevention, and suppression practices.

Following discussions with department leadership, we began with a broad review of the MPD's major violence reduction components. We engaged MPD civilian staff and officers in semi-structured interviews to discuss their perceptions of the critical components within MPD's violence reduction strategy. In total, more than 20 MPD civilian staff and officers were interviewed and they collectively identified 50 initiatives and activities. The interviews focused on the motivation and implementation of the initiatives and activities as well as MPD staff and officers' perceptions of their effectiveness. To develop an understanding of which specific efforts may have led to a reduction in violent crime, we categorized MPD's initiatives and activities within a review of best practices in policing. In doing so, we developed an understanding of which MPD policies and practices appear to be most effective and therefore, should be continued or replicated. This review is also useful in informing the development of a more rigorous evaluation design to examine the short- and long-term impact of MPD's police strategies.

Using the extant literature, we identified five main categories of effective police practices. Within these five categories, which included community collaboration; intra-agency coordination; inter-agency and inter-jurisdictional coordination; data, intelligence, and technology; and problem-solving strategies and initiatives, we found that the nature and scope of MPD activities varied considerably. Indeed, some of the activities that MPD staff identified as integral to their violent crime reduction strategy were broad in scope, while others were targeted toward a specific problem or issue. After concluding our qualitative review of information gleaned from administrative and programmatic records and semi-structured interviews, it became clear that MPD's main focus is directed toward community collaboration and the use of data, intelligence, and technology. MPD also places an emphasis on problem-solving strategies. Based on our qualitative review in the context of the extant literature, we concluded that MPD's success in tackling violent crime is likely linked to their use of: community policing, hot spots policing, community collaboration, and intelligence-led policing.

While promising, the conclusions from discussions with MPD staff must be taken at face value. It is important to caution that our review did not include an independent validation of the use or quality of any one or set of initiatives or activities that MPD staff identified. Overall, the initiatives that MPD identified may reflect the staff's orientations or philosophies of policing. However, we noted a high degree of consistency across

MPD staff in the types of activities credited with the violent crime reduction. This likely indicates strong departmental leadership and a shared vision among staff. These activities also represent some practices that previous research has indicated is effective, either empirically or theoretically.

1

Introduction

Violent crime in Washington, DC has been trending down considerably over recent years. From 2008 to 2009, DC experienced declines in all Part I[1] violent crimes reported in the Uniform Crime Reports collected by the Federal Bureau of Investigation, including homicide, rape, robbery, and aggravated assault. There were 43 fewer homicides, 36 fewer rapes, 156 fewer robberies, and 314 fewer aggravated assaults in 2009 as compared to 2008. This represents an approximate 7 percent overall decline in violent crimes from 2008 to 2009, including a 23 percent reduction in homicide. Furthermore, an examination of crime trends from 2000 through 2009 demonstrates that violent crimes have declined more than 12 percent over this time period. Homicides, in particular, have decreased more than 40 percent from 2000 to 2009, from 242 homicides in 2000 to 143 homicides in 2009 (Annual Report on Crime and Crime Control: 2009 2010; Metropolitan Police Department Annual Police Report: 2009 2010). If current violent crime reports for 2010 remain steady through the rest of the year, the number of reported violent crimes in 2010 will represent even greater reductions.

While some large U.S. cities are also experiencing similar violent crime declines, other similarly sized U.S. cities are not. For example, violent crimes in San Jose, California, and San Antonio, Texas, have increased slightly since the early 2000s while violent crimes in Los Angeles, California, and Dallas, Texas, have decreased slightly since the early 2000s. Indeed, national violent crime trends from 2000-2009, which are heavily influenced by violent crime trends in large cities, have been fairly flat. As such, the DC experience is noteworthy because the decline has been so dramatic.

While it is likely that many factors contributed to the District's historic reductions in violent crime, the practices of the DC Metropolitan Police Department (MPD) certainly played a critical role. To explore the role of MPD in the violent crime decline, the District of Columbia Crime Policy Institute (DCPI) was tasked by the Executive Office of the DC Mayor to develop an understanding of the department's violent crime reduction, prevention, and suppression practices designed and implemented over the past few years. In recent years, particularly under the current MPD Police Chief Cathy Lanier (2007–), the department has implemented various innovative and evidence-based policies and practices that may have contributed to the violent crime decline.

According to MPD leadership, while some of these strategies build on evidence drawn from other locales and those implemented under the former MPD Police Chief Charles Ramsey (1998–2006), many other strategies have been implemented in response to critical incidents in certain places or among certain types of people. Initial conversations with Chief Lanier and other MPD leaders suggested that the department had not developed a formal strategic planning process to implement specific programs and initiatives. While some of MPD's violence reduction, prevention, and suppression efforts are the result of strategic crime

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[1]Part I crimes include homicide, rape, robbery, aggravated assault, burglary, larceny and motor vehicle theft.

analysis, many other violent crime strategies were created in response to crime spikes. Annual performance plans for the department, which are publicly available, outline three core overall objectives: safeguarding the city and protecting its residents and visitors; providing high quality police services through integrity, compassion and a commitment to innovation; and improving police services through the integration of the department's people, technology, and business systems (Metropolitan Police Department Performance Plan: FY2009 FY2010). Yet, these are not focused on specific initiatives or programs within those core objectives.

Given the violent crime decline in DC, it appears that MPD's programs and initiatives have been effective despite a formal strategic planning process. As such, the purpose of this research was to examine the programs, initiatives, and activities that form the foundation of MPD's violent crime reduction strategy. In doing so, we hope to identify the core elements in the MPD strategy that could explain the violent crime decline and to provide the department with a framework from which to formally articulate another performance or strategic plan to guide its current and future violent crime operations.

While it is not feasible to determine precisely the degree to which any one of the policies and procedures contributed to the violent crime decline, this report represents an initial step toward determining what factors, initiatives, or activities may have led to the violent crime decline in DC. Over a period of five months, chiefly through semi-structured interviews with various MPD civilian staff and officers from sergeant to chief, as identified through discussions with MPD leadership, we conducted a qualitative review of MPD's policies and procedures to identify innovative and potentially effective practices. To develop an understanding of which specific efforts likely yielded a reduction in violent crime, we categorized MPD's initiatives and activities within a review of best practices in policing. In doing so, we have developed an understanding of which MPD policies and practices appear to be most effective and worthy of continued police efforts. This review is also useful in informing the development of a rigorous evaluation design to examine the short- and long-term impact of MPD's police strategies.

1.1. METROPOLITAN POLICE DEPARTMENT

The Metropolitan Police Department is comprised of more than 4,600 members, approximately 88 percent of whom are sworn officers and the remaining 12 percent are civilians. The department is racially diverse, with approximately 70 percent of the department's sworn members identifying themselves as black, Hispanic, or Asian. In addition, almost one-quarter of the sworn members are women. Since DC is the nation's capitol, numerous law enforcement agencies operate in the city, each with a different responsibility, including the U.S. Capitol Police, the Federal Bureau of Investigation, the Uniformed Secret Service, and the U.S. Park Police — the latter two being the only non-MPD law enforcement agencies with full police powers throughout the District. MPD has a unique role in the city, as it serves as DC's primary law enforcement agency for its approximately 600,000 residents. In addition, MPD performs integral law enforcement functions during mayoral and DC Council elections, presidential inaugurations, national parades, and political rallies and marches. Similar to most other U.S. police departments, MPD has a hierarchical structure led by a Chief of Police followed by assistant chiefs, commanders, inspectors, captains, lieutenants, sergeants, detectives, and officers. The department has five assistant chiefs of police, each of whom lead one of the department's specialized sub-divisions such as: the patrol services and security bureau; the professional development bureau; the homeland security bureau; the investigative services bureau; and the internal affairs bureau (Metropolitan Police Department: Annual Report 2009, 2010).

1.2. HISTORY OF VIOLENCE IN THE DISTRICT OF COLUMBIA

Like other large cities in the United States, violent crime in DC has fluctuated over the past five decades. As shown in figure 1.1, violent crime peaked in the late 1960s, the early 1980s, and the mid-1990s. Since 2000,

the rate of violent crime has remained fairly stable and well below any of the previous peaks. In 2009, the average rate of violent crime in DC was approximately 126.5 crimes per 10,000 people (Federal Bureau of Investigation 2010).

Figure 1.1: Violent Crime Rate per 10,000 Residents, 1960 to 2009

Source: DCPI analysis of data from the Uniform Crime Reports
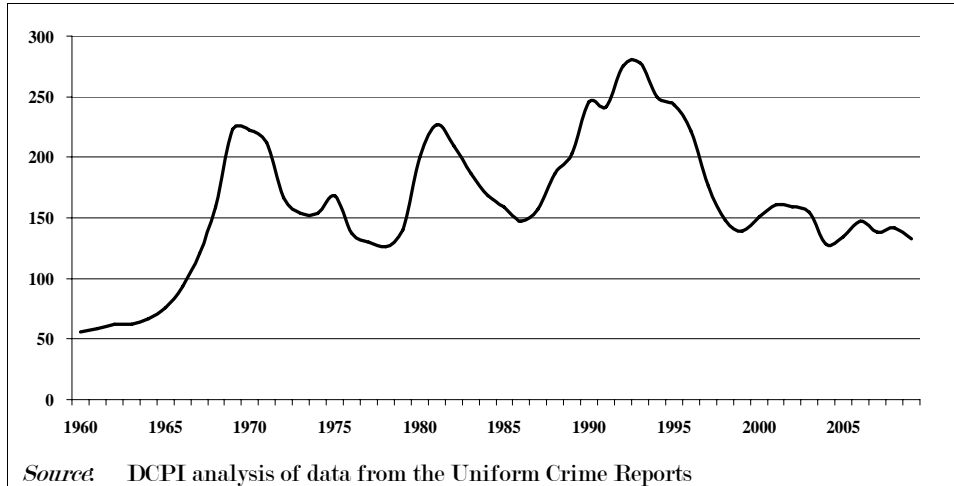
From 2000 to 2009, violent crime has decreased nationally and in DC (figure 1.1). Violent crime in DC decreased across all categories of violent crime including: homicide, forcible rape, robbery, and aggravated assault. The decrease in the rate of violent crimes in DC was greater than the national violent crime decline across all categories, with the exception of robbery from 2000 to 2005. For example, the homicide rate in DC declined 19 percent from 2000 to 2005, compared to a 2 percent increase nationally. Further, the aggravated assault rate in DC declined 26 percent from 2006 to 2009 in DC, compared to an 8 percent decline nationally (Federal Bureau of Investigation 2010).

Table 1.1: Percent Change in the Rate of Violent Crimes per 10,000 Residents, by Crime Type, 2000 to 2009

	2000 to 2005		2006 to 2009	
	DC	Nation	DC	Nation
Homicide	-19%	+2%	-15%	-7%
Forcible Rape	-34%	-1%	-18%	-7%
Robbery	-1%	-3%	-11%	-10%
Aggravated Assault	-16%	-10%	-26%	-8%
Violent Crime Total	-11%	-7%	-10%	-6%

Source: DPCI analysis of Uniform Crime Report data.

3

2

Process of Identifying Main Drivers to MPD's Violent Crime Response

Starting in April 2010, we took a series of steps to identify the main drivers within MPD's overall violent crime strategy. First, we had discussions with MPD leadership, including Chief Lanier, to provide us with an overview of the department's violent crime reduction, prevention, and suppression strategy. During this discussion, we got a sense of MPD leadership's perspective on the main drivers, those areas where MPD was focusing significant effort. Second, we reviewed annual department reports and other administrative and programmatic materials provided by MPD leadership to compile a comprehensive list of documented activities and initiatives that have been implemented over the past ten years. Third, we had MPD leadership supplement the list with undocumented efforts, and lastly, MPD provided the contact information for staff engaged or leading a particular initiative or activity, both documented and undocumented.

The list of documented and undocumented efforts demonstrates the range of violence reduction and prevention activities implemented by MPD over the past ten years In total, it appears that the MPD is or has been engaged in 97 reduction or prevention activities (see Appendix A for the comprehensive list). Fourth, we conducted semi-structured interviews with MPD officials, ranking from sergeant to chief, with the explicit goal of learning which specific activities and initiatives they believed to be linked to reductions in violent crime. Officials discussed the initiatives and activities for which they served in some supervisory capacity as well as those initiatives and activities that they considered relevant to the violent crime decline. In total, we interviewed 24 officials, including Chief Cathy Lanier and three assistant chiefs, on their perceptions of 50 separate MPD initiatives and activities. During the interviews, the vast majority of the stakeholders attributed the vision and leadership of Chief Lanier as a critical factor in the department's response to violent crime. Lastly, to aid in the identification of which sets of practices are likely connected to the violent crime decline, we aligned the 50 initiatives and activities against best practices in policing.

3

Categorization of the MPD Initiatives and Activities

To contextualize the activities and initiatives that MPD stakeholders highlighted, we aligned them against best practices in the field of policing. Doing so aids in the identification of which sets of practices are likely connected to the violent crime decline. Using the extant literature, we identified five main categories of policing that have been linked to violent crime reductions and effective police practices. The five categories are: *community collaboration*; *intra-agency coordination*; *inter-agency and inter-jurisdictional coordination*; *data, intelligence, and technology*; and *problem-solving strategies and initiatives* (Eck and Maguire 2000; Scott 2000; Smith, el al. 2000). In the interviews, MPD stakeholders identified both larger initiatives or policies and specific activities or practices. We highlighted the larger initiatives or policies in bold and explained them in the text, whereas the specific activities or practices are summarized in tables. Indeed, some of the strategies that stakeholders identified as targeting violent crime were broader in scope, while others were targeted toward a specific problem or issue.

3.1. COMMUNITY COLLABORATION

In the context of law enforcement, community collaboration can take various forms. Community collaboration can include partnerships between the police and nonprofit or non-governmental organizations, outreach groups, the media, and other faith- and community-based organizations (Diamond and Weiss 2009). Community collaboration is one core component of an effective community-oriented policing model, which also includes the alignment of the department's structure to support community partnerships and proactive problem-solving (Community Oriented Policing Office 2009). Effective collaboration with the community involves proactive, rather than reactive, policing activities and breaking down the barriers between the police and the community (Greene 2000). To build these collaborative relationships effectively, however, law enforcement agencies must be seen by community partners as legitimate legal authorities (Tyler 2004). Trust and confidence in the police is believed to be the foundation of cooperation with the police (Rosenbaum et al. 2005), which is critical to a law enforcement agency's ability to maintain order, solve crimes, and prevent crime (Tyler 2006). In some high-crime neighborhoods, law enforcement is viewed as an adversarial authority, which may hinder law enforcement's efforts to build collaborative relationships with community members and agencies (Hawdon, Ryan, and Griffin 2003; Kahan 2002; Weitzer and Tuch 2004). For this reason, legitimacy has been argued to be the most critical element of policing (Tyler 2004), since it is the foundation of the relationship that is ultimately formed between law enforcement and the community. Police legitimacy can be enhanced in a number of ways, such as providing citizens with a voice

in the policing process, increasing transparency in the policing process, and treating citizens with respect (Hawdon et al. 2003; Sunshine and Tyler 2003; Tyler 2004).

The community collaborations that MPD highlighted in our discussions were wide-ranging, including non-governmental agencies, community residents, offenders and victims, and governmental partners. Through these collaborations, MPD is engaged with the community in an effort to: be more accessible, build trust, foster positive relationships, and facilitate open and efficient communication. From the perspective of the stakeholders, the long-term goal of their collaboration with the community is safe neighborhoods. Across MPD, officers interact with community members through e-mails, texts, face-to-face contact, and public meetings, all of which encourage residents to report criminal activity and signs of physical and social disorder. Taken together, these types of collaborations with the community may make residents more comfortable with law enforcement, thereby increasing their willingness to report criminal activity, aid in criminal investigations, and deter would-be offenders from engaging in criminal activity.

In conjunction with the activities listed in table 3.1, the stakeholders we interviewed referenced that MPD makes extensive use of *foot patrol officers* in their policing strategy. Independently, and as part of MPD's *Operation Full Stride* initiative, officers are encouraged to get out of their patrol vehicles and walk the streets of the communities they serve. Foot patrols increase officers' visibility in the community and interaction with community residents, helping officers build a rapport with residents. In addition, this strategy helps officers obtain additional information about criminal activity that can aid in problem-solving and investigation activities. Although extant research has suggested that foot patrols have limited effectiveness on reducing violent crime directly, research does suggest that foot patrols increase citizens' perceptions of safety and citizen-police relations (Kelling el al. 1981; Trojanowitz 1986; Walker and Katz 2002).

Table 3.1: Notable Examples of Community Collaboration Activities

Activity	Description
Columbia Heights/Shaw Family Support Collaborative	As a nonprofit organization based in the Columbia Heights/Shaw neighborhood, MPD works with the Collaborative to contact the family and friends of active gang members to provide them with supportive services to mediate future conflicts and gang involvement. Other collaboratives throughout the city conduct similar outreach efforts and engage in supportive services efforts with families in other high-crime neighborhoods.
Community meetings	The MPD holds monthly PSA meetings that provide an opportunity to interact with community members, hear resident concerns, and engage in a dialog.
Community walks	Along with other partners, such as the city mayor and city council members, officers from the MPD walk with residents in neighborhood hotspots to note problems or issues in their community, such as abandoned houses, graffiti, and poorly lit streets. The MPD follows up with respective city agencies to address the concerns.
Girls Time Out	To deter youth from criminal activity, speakers from the DC Department of Health, the DC Department of Youth and Rehabilitation Service, and Court Social Services are assembled two Saturdays each month to speak to and interact with a group of girls around a variety of issues including teen pregnancy and HIV testing. The girls are identified by parents and guardians to participate.

Activity	Description
Family Liaison Unit	The Unit connects the families of homicide victims to supportive services including: grief counseling, funeral services, victim's compensation, and case management.
Juvenile Early Intervention and Juvenile Mediation	After a juvenile has been sanctioned with a stipulation for restorative justice, the MPD arranges a mediation session with the juvenile perpetrator and the victim of their crime. The expectation is that future criminal activity will be deterred.
Light up the Night	In certain neighborhoods, the MPD officers have encouraged residents to promote safety by distributing light bulbs and having residents pledge to keep their porch lights on during the evening hours.
Major Case Unit	The Unit connects the families of homicide victims of cold cases to supportive services including: grief counseling, funeral services, victim's compensation, and case management. Many families that were on the Family Liaison Unit are transitioned to the Major Case Unit once their cases go cold (or after three years after the case has been opened with new leads developed).
Operation LiveLink	In certain neighborhoods, the MPD gives community members a phone number to contact a bilingual or English speaking officer to facilitate the reporting of criminal activity directly. Bilingual and English speaking officers are available to residents. The direct line was designed to supplement the 911 call center to facilitate quicker responses to calls for service.
Operation Prevent Auto Theft (OPAT)	To deter future criminal activity, officers from the MPD have one-on-one discussions with juvenile perpetrators about the impact of their auto thefts and then monitor, mentor, and supervise them at school.
School Resource Officers (SROs)	SROs are stationed at all public and public charter schools in the city to respond to any criminal incidents that occur therein. In addition, SROs provide mentoring to students geared toward keeping them from engaging in criminal activities, while providing mediating conflicts that have happen or may happen both on and off school grounds. SROs have also participated in summer camps to develop relationships. In addition, they coordinate the Safe Passage Program to provide safe routes for youth to and from schools, while also providing intensive support to at-risk youth. SROs are stationed at schools to foster school safety, gather information about students and potential disputes, inform school administrators about potential criminal activity occurring among students outside of school, and mediate situations as they arise.
Special Liaison Branch	Over the past 10 years, the MPD has constructed units to provide outreach and assistance to minority populations residing in the District. These units serve racial, ethnic, sexual orientation, and disabled minority groups.
Victim's Specialist Unit	The Unit serves victims of domestic violence and sexual assault to: connect them with forensic examination services; facilitate the obtainment of protective orders; arrange supervised visitations for children; and instruct victims about their rights and victim's compensation.

3.2. INTRA-AGENCY COORDINATION

In the context of policing, intra-agency coordination is a critical component in the investigation of certain crimes, such as gang violence and drug activity, which may span multiple geographic boundaries within the city or intersect with different investigative teams (Maquire and King 2004). Yet, the bureaucracy inherent in the quasi-military ranking structure found in most police departments can hamper intra-agency coordination (Shane 2010). By design, police departments are complex hierarchies that reflect police leadership, establish protocols, and chains of command (King 2005). Critics of bureaucratic departments argue that organizations should be flattened—or less hierarchical—to provide officers with a greater degree of access to supervisors to relay issues and concerns (Shane 2010). Bureaucratic departments are often associated with the traditional policing model—a law enforcement paradigm with a narrower view on crime control and suppression as opposed to a broader view of maintaining social order and engaging in crime prevention. Some scholars argue that agencies that solely embrace the traditional model experience more tension between the police and the public (Greene 2000).

Furthermore, it is argued that excessively bureaucratic departments hamper communication between lower-ranked and higher-ranked officers (Shane 2010; Violanti and Aron 1995), which can decrease the flow of critical intelligence across officers' ranks. Increasing specialization of officers, which may come with bureaucracy, reduces the number of officers available for routine tasks, such as foot beats or directed patrols (Shane 2010). In addition, some argue that excessively bureaucratic departments limit the patrol officer's sense of autonomy and thus negatively impact officer job satisfaction and performance (Jermier and Berkes 1979), though others suggest that environmental and cultural factors are more influential (see Maguire 2009). The organizational structure of law enforcement agencies is a critical aspect of how the agency functions, with police leadership being a critical determinant of the effect that the departmental structure has on officer performance (Schafer 2010).

To reduce the bureaucracy within the department, Chief of Police Cathy Lanier restructured the department's staffing and deployment practices to allow for more efficient deployment to patrol service areas across geographic boundaries. In 2007, patrol services were centralized within the *Patrol Services and School Security Bureau*, whereas previously there were three regional operations commands, an operational support command, and an office of youth and education and violence prevention. According to MPD leadership, the restructuring from six patrol and school security commands into one streamlined deployment focuses resources from low-crime to high-crime areas and facilitates intra-agency coordination. Prior to the patrol centralization, the size of the *Patrol Services Areas (PSAs)* were realigned in 2004, condensing from 80 areas to 46 areas. While the realignment expanded the size of each PSA, it provided greater deployment flexibility within each area to direct resources to neighborhoods most in need of police services.

Aided by the use of data, intelligence, and technology (discussed in a subsequent section), MPD leadership facilitates communication across the department in support of its crime control and prevention efforts. Two intra-agency centers—the *Command Information Center* and the *Joint Operations Command Center*—are central to intra-agency coordination within MPD. The Command Information Center is the hub for incoming information from technologies for intelligence-led policing initiatives, such as CCTV cameras, ShotSpotter, and MPD's computer-aided dispatch (CAD) system. Information from the Command Information Center is disseminated within MPD to dispatch or assist first responders or to inform strategic operations, such as those held in the Joint Operations Command Center.

The Joint Operations Command Center was developed in 1999 to assess crime trends in real time and has become a central point of information over time. The center can house as many as 50 staff members from various departments and agencies, both within and outside of MPD, who may be participating in a joint operation. The terminals and large-screen monitors in the Joint Operations Command Center access updated crime maps to view crime trends geographically as well as footage from CCTV cameras. They can be used for video-conferencing with other police districts or other local or federal partners. The Joint Operations Command Center hosts briefings in response to specific emergent criminal activity. By

consolidating information in one location, MPD can access an array of information sources to prevent and solve crimes, assisting officers in making deployment decisions, responding to calls, engaging in problem-solving efforts, and investigating cases. The Joint Operations Command Center also hosts crime briefings, which are designed to share information about crime flare ups, identify crime patterns, and guide deployment strategies. Officers and staff from across MPD, including district commanders, lieutenants, chiefs, and crime analysts, attend the briefings, and decisions made during the crime briefings are distributed to patrol officers through e-mail.

During our interviews with MPD staff, stakeholders discussed leadership's emphasis on vertical information sharing facilitated by intra-agency coordination. Chief Lanier encourages patrol officers to communicate their knowledge and information to detectives. Regularly-scheduled crime briefings provide an opportunity for officers of all levels and bureaus across the city to communicate what they know about crime in their jurisdictions. This communication ensures that information obtained from intelligence on the street gets to the detectives who may use the information to investigate crimes. In interviews, MPD officials indicated that these meetings were useful to identify crimes that occur on the Prince George's County, MD/DC border. By sharing information through intra-agency coordination, officials gain a better overall perspective of crime, informing strategic planning decisions, deployment practices, and the implementation or refinement of new and ongoing initiatives.

In addition to the organizational restructuring of MPD in recent years, the use of intra-agency centers, and convening of crime briefings, stakeholders highlighted the importance of *Professional Development Training Programs* that are mandated for all officers annually. The training program requires 32 to 40 hours of training on a variety of topics related to policing and crime prevention, along with firearms qualifications, baton qualifications, CPR training, and terrorism responses. These training programs have been translated into online modules through the *Distance Learning Initiative* to enable officers to complete the training remotely and thus spend more time in their patrol districts. Online module topics are broad and include changes to departmental policies or procedures, training on how to create a positive rapport with community members, and education on emerging issue areas and MPD's planned responses. Through the professional development training programs, officers are also trained to use the most current crime control technologies designed to prevent, detect, and monitor criminal activity. Thus, these programs and their online modules coordinate across various branches of the MPD to assist in addressing their educational, policy change, and testing needs.

3.3. INTER-AGENCY AND INTER-JURISDICTIONAL ACTIVITIES

In addition to the importance of intra-agency coordination for effective policing, inter-agency and inter-jurisdictional coordination and collaboration is critical to responding to crime and reducing crime (Maquire and King 2004). Historically, law enforcement agencies have developed a number of initiatives and collaborative efforts involving multiple agencies to bridge the gap between the police, non-governmental agencies, and the private sector. As previously discussed in the community collaboration section, effective community collaboration involves non-governmental agencies, faith- and community-based agencies, as well as other governmental partners. The effectiveness of this type of collaboration has been lauded in extant research; indeed, many policing scholars recommend that inter-agency collaboration become a permanent component of policing, particularly under a community- or problem-oriented policing model that encourages a broader view of crime within the context of other social problems (Braga and Weisburd 2006; Greene 2000). Law enforcement agencies have engaged in a wide range of partnerships, from collaborations with human service agencies, schools, other law enforcement agencies, and educational institutions (Jordan 2010). However, similar to the relationship between bureaucracy and intra-agency coordination, some have argued that a bureaucratic culture can also hamper effective inter-agency collaboration (Bardach 1998).

A well-known example of inter-agency collaboration directed toward a specific problem in the community is Boston's Operation Ceasefire, which has been replicated through similar initiatives in cities across the

country (Coldren et al. 2002; Roehl et al. 2006). Ceasefire—and the similar initiatives that were modeled after it—aimed to bridge the gap between law enforcement, academia, and community- and faith-based agencies by inviting these stakeholders to the table prospectively to help design the operational elements of the initiative. Ceasefire's inter-agency working group not only designed the strategy, but continued to meet to adapt their approach once they observed results in the field (Kennedy et al. 2001). This initiative, and others like it, put theory into practice, focusing on specific crime problems facing jurisdictions (problem-oriented policing) (Kennedy et al. 2001). Other popular collaborative efforts are police-probation partnerships and partnerships between police and human and social services (Murphy and Luze 2009; Worral and Gaines 2006). Police-probation partnerships have been shown in various studies to reduce recidivism rates as well as crime rates at both the adult and juvenile level (Jones and Sigler 2002; Worrall and Gaines 2006). Furthermore, "pulling-levers" approaches, which combine zero-tolerance policing with human services and community outreach programs, have been shown to reduce crimes when targeting specific offenses (Corsaro and McGarrell 2009; McGarrell et al. 2009). The most important aspect of policing collaborations is specificity; focusing on specific crimes, offenders, and places, which in turn increases partnerships' abilities to eliminate problems (Braga 2002).

Since DC is home to the federal government, MPD is one of several law enforcement agencies with policing powers in the city. In addition to those mentioned earlier, other agencies include the Metro Transit Police, the Drug Enforcement Agendy, the U.S. State Department Diplomatic Security Service, the U.S. Postal Inspection Police, and investigative services branches within each of the U.S. Armed Forces. These agencies and others operating in the District have full and in many cases only limited policing powers in defined areas of the District, however. In addition, MPD has established partnerships across local and federal criminal justice agencies, such as the city's *Criminal Justice Coordinating Council*, the DC Office of the Attorney General, the U.S. Attorney's Office, the Court Services and Supervision Agency (CSOSA), the Department of Youth Rehabilitation Services (DYRS), and the Department of Parks and Recreation (DPR). In particular, MPD stakeholders highlighted the importance of their relationship with the Criminal Justice Coordinating Council, which maintains an inter-agency warehouse of data from MPD, pretrial services, courts, CSOSA, and court services with web-based access for the department's use. MPD shares information about violent and/or repeat offenders with prosecutors to inform charge and plea bargaining decisions. MPD officers partner with CSOSA officers to conduct joint home visits to those under criminal justice supervision. MPD also coordinates with the Park and Recreation Department, which provides services to youth in the community who may be involved in gangs/crews.

As noted in interviews with many MPD stakeholders, the collaboration between agencies described above has increased accountability and facilitated communication between agencies to facilitate the effective delivery of human services to the community. Meetings of these collaborative entities help enhance information sharing, informing strategic decisions, and deployment strategies. Gathering perspectives from law enforcement and non-law enforcement agencies may further encourage the development of innovative responses and new strategies for crime prevention and policing. A network of regional data exchange, interoperability initiatives, and data warehouses assist MPD in solving crimes. In particular, activities such as the consolidation of the *911 Call Center*, link cross-jurisdictional information of calls for service from MPD and the fire department to expose new crime patterns. The 911 Call Center was civilianized in 2004.

Given DC's size and geographic proximity to the Maryland and Virginia borders, MPD has also engaged in inter-jurisdictional efforts. Typically, inter-jurisdictional partnerships in policing are manifest in task forces related to a specific crime type (Schnobrich-Davis and Terrill 2010). When built around shared goals and needs, collaborating jurisdictions distribute the costs of intervention but realize the benefits jointly (Jordan 2010). These objectives and each jurisdiction's responsibilities in achieving these objectives must be clearly stated in order to prevent the replication of efforts, which might otherwise cause tension between partners (Russell-Einhorn, Ward, and Seeherman 2004). Thus, the most critical component to successful inter-agency collaboration is effective communication (Friedmann and Cannon 2007). While none of the MPD stakeholders mentioned specific task forces with police departments in Maryland or Virginia as a significant component of the violent crime strategy directly, the notable examples of intra-agency and inter-

agency activities previously discussed and shown in table 3.2, suggest the organizational capacity and willingness to do so.

Table 3.2: Notable Examples of Inter-Agency and Inter-Jurisdictional Activities

Activity	Definition
Case Initiation Project	The Project applies a single identifying number for arrestees throughout the case processing. This number is helpful to see the arrestee's interaction with multiple agencies.
National Crime Information Center	The Center is a national database managed by the Federal Bureau of Investigation, U.S. Department of Justice to access information including: licenses, warrants, Interpol warrants and wanted and stolen vehicle tags. This standard interagency partnership is used by MPD to obtain criminal history, stolen property, and missing person information.
Washington Regional Threat Assessment Center	The Center is funded by the Council of Governments and integrates the operations of many of the national capital area's unique law enforcement entities to one location to coordinate action and prosecution for cross-border initiatives.

3.4. DATA, INTELLIGENCE, AND TECHNOLOGY

The adoption of technological innovations has several beneficial implications for law enforcement. Chiefly, the implementation of new technology has enhanced the productivity of law enforcement agencies by facilitating information sharing within and across departments, easing communication between law enforcement and the public, and enabling officers to identify and target crime problems more effectively (Colvin and Goh 2005; Maquire and King 2004; Nunn 2001). Technological advances have improved the ways law enforcement agencies store, use, and share data and intelligence (Nunn 2001). These advances have been a major factor in the shift toward intelligence-led policing, making law enforcement more efficient in crime prevention and reduction (Braga and Weisburd 2006; Maquire and King 2004). As a result of the increased productivity, police officers have more time to spend maintaining order in neighborhoods (Colvin and Goh 2005). In addition, technological advances in policing have also reshaped and restructured police forces (Maquire and King 2004; Manning 1992). Significant advances in technology have made an impact on the structure of police departments by promoting inter-agency and intra-agency data sharing (Macquire and King 2004). New technologies have also provided officers with a means to detect crimes that would have gone unsolved prior to their development (e.g., ballistics, DNA evidence, and forensics) (Manning 1992; Nunn 2001).

During the interviews with MPD stakeholders, intelligence was frequently highlighted as one of the biggest drivers of the violent crime decline. MPD has tried, through various mechanisms, to incorporate data, intelligence, and technology into its everyday operations. MPD has also built performance measurements into many of its programs or initiatives to assess outputs and outcomes, which are analyzed by its *Research and Analysis Branch*. The Research and Analysis Branch generates crime statistics and identifies patterns and trends to inform deployment decisions and the development of initiatives within MPD. As the data, research, evaluation, and mapping hub of MPD, the branch also provides information for the public, including crime data and citizen and victim satisfaction surveys. These data are centrally stored for future use and are also shared with partners through a system called *Justice Information System (JUSTIS)*. Though it was not created or maintained by MPD, JUSTIS was created and is housed by the Criminal Justice Coordinating Council in DC. JUSTIS facilitates data sharing between public safety partners at the state and federal level, coordinating information in real-time to enable officers to track violent offenders,

extract information on the arrest history of a person of interest, or determine if an individual stopped for a specific infraction is wanted by another agency. By incorporating information-sharing into inter-agency partnerships, MPD's data serves as a force multiplier, supplying the police department with additional intelligence to inform strategic decisions with minimal effort.

As discussed by the stakeholders, data and intelligence are critical to their efforts because they maximize their efficiency, providing information to law enforcement, that they would not have had otherwise, to prevent, reduce, and investigate crime. By making some of these technologies visible (e.g., cameras), MPD publicizes their efforts to deter would-be offenders from committing crimes. Other technologies streamline information to officers so that they can do their jobs more efficiently. Furthermore, MPD has made efforts towards integration and cross-system sharing to non-MPD technologies. MPD is working with various DC agencies, such as the public school system and the metro transit system, along with private businesses, to network their camera systems into MPD's system. Currently, MPD only accesses other organization's cameras during special events, when criminal incidents occur, or under exigent circumstances.

Using technology, MPD targets individuals who are responsible for committing the most serious crimes to reduce crime citywide. MPD has used data, intelligence, and technology to identify individuals at highest risk for committing serious crimes as well as to track them once they are targeted. Using criminal history data and officer intelligence to target these routine offenders, MPD uses their other technologies to locate individuals geographically and redeploy patrols accordingly. They also review data from patrol sweeps to track the movement of these targeted individuals. While each piece of this process is uniquely important, the combination of these technologies in enhancing police capabilities enables MPD to make strategic decisions in ways that were not previously possible (table 3.3)

Table 3.3: Notable Examples of Data, Intelligence, and Technology Activities

Activity	Definition
CCTV Cameras	Located in areas with high a volume of reported violent crime, cameras record footage in real-time to help prevent and interrupt violent crime and to assist criminal investigations. The MPD can view the footage in real-time or review footage after a crime has been committed near a camera location to find evidence, identify suspects or witnesses, and construct an incident timeline to assist with investigations.
Crime Phone and Text Tip Line	Community residents can provide information to the MPD by telephone or using text messages anonymously. The system is designed to provide the community with an additional outlet to report incidents, while also providing the MPD with intelligence that informs strategic deployments, responses, and other tactical decisions. The MPD currently has separate crime, violent crime, and gun-involved tip lines.
DC Alerts	At no charge, the alert system is designed to provide crime or emergency information immediately to community residents who sign up for the service. Residents select the neighborhoods for which they want to have alerts. Violet crimes, missing persons, or dangerous conditions within the selected areas signal an alert, and an update is sent to community residents. Providing residents with information in real-time, the MPD attempts to minimize and prevent accidents, incidents, and victimization.

Activity	Definition
License Plate Readers	These units are used to monitor tags electronically for vehicles that have been reported stolen, registered vehicle owners who are wanted by the police, and other alerts.
Operation Terrorist Incident Prevention Program	The program is an information-gathering system used to document and map reported terrorist events and to determine the appropriate follow-up response.
Predictive Policing Grant	The MPD received funding from the U.S. Department of Justice to assist in the determination of locations in the city that are most likely to experience crime and to identify the individuals most likely to commit them.
Sex Offender Registry	The registry is a web-based mapping tool provided to DC residents. The registry contains the residence or workplace of registered sex offenders in their neighborhood. The registry can be searched by name, address, police district and provides a photo, description, and other details of registered sex offenders.
ShotSpotter	As a gunshot detection system, ShotSpotter uses audio sensors to triangulate the location of a gunshot. The system, in place in high crime areas, allows police to respond to gun crimes more quickly and provides evidence of incidents that may have not been reported to the police. It is also useful in collecting evidence and in locating injured victims.
Situational Alert Management System (SAMS)	Using dispatch, calls for services, and other reporting information the system monitors incidents throughout the city to identify violent crime trends. The information informs deployment practices and enables a faster response time.
Toughbook Laptops	By 2008, most patrol vehicles were equipped for the use of Toughbook Laptops and these laptops were made available to other specialized units as well. The laptops include software capable of accessing other technology used by the MPD, such as ShotSpotter as well as many of the forms commonly used by patrol officers. The MPD crime alerts and dispatch are filtered through the computer.

3.5. PROBLEM-SOLVING STRATEGIES AND INITIATIVES

In addition to—and in conjunction with—MPD's previously discussed partnerships and technologies, the agency engages in a wide array of problem-solving strategies. With the introduction of intelligence-led and evidence-based policing, problem-solving strategies have grown increasingly complex and increasingly efficient (Scott 2000). Problem-solving strategies are generally grouped into four categories: problem-oriented policing; evidence-based policing; intelligence-led policing; and strategies involving some combination of the three mentioned (Scott 2000). Problem-oriented policing describes an organizational or systematic approach to improving specific issues, such as drugs, gangs, or guns (Clarke 1997); evidence-based policing describes the incorporation of evidence-based practices into police practices and initiatives (Sherman 1998); and intelligence-led policing describes the collection and analysis of information to inform police decisions (Ratcliffe 2003). Thus, problem-solving strategies involve a combination of empirical evidence, data, and intelligence with which to inform police practices strategically. The problem-oriented approach is based on the idea that reducing or eliminating factors that are conducive to a criminogenic environment is the most effective means of achieving sustainable reductions in crime. Hot spots policing is an effective component of the problem-oriented policing strategy, based on evidence that the majority of crimes are committed by a small group of repeat offenders in small geographic areas (Weisburd and Eck 2004). Hot spots refer to specific places, neighborhoods or blocks, that experience a disproportionate amount of criminal activity.

Part of MPD's problem-solving strategy involves activities and initiatives to reduce the commission of serious crimes by directing resources to: areas in the city that experience a disproportionate amount of crime (crime hot spots); people who commit a disproportionate amount of crime; and specific crime types that negatively impact quality of life. MPD's Research and Analysis Branch analyzes these data to produce information about who is committing the most serious crimes and where those crimes are occurring most often. MPD officers respond to this information by increasing the number of patrol officers to specific places or by increasing the level of scrutiny given to specific people who have committed a disproportionate volume of crime. Individuals who have committed gun crimes and violent crime are also under increased scrutiny by MPD officers. Information generated from the Research and Analysis Branch might also identify areas in need of services, such as substance abuse or mental health services that when left unaddressed, are known to contribute to increased risk of criminal activity. By focusing their efforts on specific places, specific people, and specific crime types, MPD stakeholders stated that resources are focused where they are most needed and thus have a strong impact on violent crime (table 3.4).

For example, the ***Mayor's Focused Improvement Area Initiative*** is a place-based intervention that uses historical data on calls for service and crime reports to identify crime hot spots. The Initiative was informed by a review of evidence-based practices, and deployed additional officers from the MPD to stabilize crime in selected neighborhoods and brought in additional human and social services resources to focus on some of the root causes of crime, such as lack of education, housing, and unemployment. In another example, MPD launched a summer crime initiative called ***Operation Sixth Sense*** in 2010 that was also located in neighborhoods that had elevated crime levels and drug use over the past six years. The Summer Initiative was implemented in six neighborhoods that have seen a disproportionate amount of crime and provided programs for youth in these neighborhoods. The programs included summer work, enrichment and health activities, and community festivals.

Table 3.4: Notable Examples of Problem-Solving Strategies and Initiatives

Activity	Definition
All Hands on Deck	In places that are experiencing a crime surge, all officers cleared for active duty are deployed to the community over a 48-hour period. The influx of personnel and resources is intended to suppress and deter crime while also building community relationships.
Drug-Free Zones	There are several drug-free zones throughout the city, which are recommended by district commanders. Individuals caught in possession of or distributing drugs in specified drug-free zones will face increased sanctions.
GunStat	The program identifies approximately 50 repeat gun offenders and focuses local and federal public safety resources on them. The initiative brings together local and federal public safety partners together, pooling resources and sharing information.
Most Violent Persons (MVP) List	This is a list of individuals who are gang-involved that have been identified as most likely to commit violent crime or to engage in retaliatory behavior associated with gang violence. The list is distributed internally, to district commanders and patrol officers.
Patrol Support Teams (PST)	Formerly called the Focused Redeployment Enhancement Effort (FREE), officers are pulled from their usual deployment areas and times every six weeks for three or four days to augment the law enforcement presence in crime hot spots or other designated areas.
Project Safe City	This program was developed in response to serious and persistent crime in the Trinidad neighborhood. The program included funding for CCTV cameras, new equipment for two recreational centers, and 911-programmed cell phones as well as the convening of community meetings and the provision of educational materials to residents.
Reserve Corps Focused Initiative (RCFI)	Composed of trained volunteers, the initiative deployed reservists to certain areas that were experiencing elevate crime levels, specifically crime involving firearms and robberies.
Specialized Units	Specialized units are directed to address specific crime problems or types, they include: Vice, Crime Suppression, and Narcotics Strike Force. Specialized units also gather information to inform larger policing efforts.

4

Conclusion

Our interviews with a wide range of MPD staff highlighted a variety of activities aimed at reducing violent crime. Of these activities, several themes emerged as critical components of the MPD strategy. Simply glancing at the list of activities that MPD identified as significant activities in its violent crime reduction strategy, it is clear that the agency's main emphasis is on activities related to community collaboration and the use of data, intelligence, and technology. MPD is also placing a strong focus on its problem-solving strategies. From our review of MPD's practices and initiatives as well the extant literature, the following activities are likely linked to the successful reduction of violent crime over the past few years.

- **Community Policing**—While not explicitly stated as their policing model during the stakeholder interviews or in official documentation, MPD appears to have fully adopted a community-oriented policing model, as demonstrated through the activities discussed in the community collaboration and problem-solving sections. The components of community-oriented policing, according to the U.S. Department of Justice, include collaborative community partnerships between law enforcement and other government agencies, community members, nonprofits, etc; the alignment of organizational management, structure, personnel and information systems to support community partnerships and proactive problem-solving; and engagement in proactive and systematic examinations of identified problems to develop and evaluate effective responses (Office of Community Oriented Policing 2009). MPD stakeholders indicated that the agency is engaging in community collaborations (community walks, foot patrols), has aligned its organizational structure to support community partnerships and problem-solving (research and analysis branch, patrol services and security bureau), and is engaged in problem-solving strategies (GunStat, Summer Crime Initiative). Community policing is also associated with a reduction in the organizational hierarchy (Greene 2000), which Chief Cathy Lanier achieved in part by realigning the patrol services in 2007.

  Research demonstrates that community-oriented policing strengthens the relationship between community and law enforcement and therefore police are able to reduce or mitigate community members' fears of crime (Braga and Weisburd 2006; Weisburd and Braga 2004). However, while community policing has been shown to reduce fear of crime in a community, it has not been found to reduce crime itself unless combined with problem-oriented policing strategies (Weisburd and Eck 2004). While our qualitative review cannot state definitively that MPD's policing model is effective or that MPD has implemented the community-oriented policing model with fidelity, it does appear to be a promising part of MPD's strategy that could be linked to the decline in violent crime.

- **Hot Spots Policing**—As discussed in conjunction with their problem-solving strategies, MPD stakeholders frequently suggested that their policing strategy was oriented toward specific "hot spots" or areas of the city that experience a disproportionate amount of violent crime. This is evidenced in their Focused Improvement Area Initiative and Summer Crime Initiative, facilitated by their use of data,

intelligence, and technology and informed by inter-agency and intra-agency collaborations. Hot spots policing is based on evidence that the majority of crimes are committed by a small group of repeat offenders within a relatively small geographic area (Weisburd and Eck 2004).

Hot spot policing is a component of the problem-oriented policing framework, which is a core element of community-oriented policing (Community Oriented Policing Office 2009) and therefore aligns to the overall community policing orientation that appears evident within MPD. Studies have shown that hot spot policing is more effective than undirected police patrols at reducing crime and disorder (Braga 2002; Braga and Bond 2008; Weisburd 2005). Again, while our qualitative review cannot establish causation between MPD's focus on specific hotspots and crime reduction, they are likely reaping citywide benefits in crime reduction by focusing resources on those places with a disproportionate amount of violent crime. This concentration of resources is likely to yield large benefits for MPD, including their focus of resources on certain "hot" people within the hot spots or on repeat offenders (GunStat, Most Violent Persons List).

- **Community Collaboration**—Related to the aspects of community-oriented policing evident in the MPD strategy, but worth mentioning separately, are the agency's efforts to reach out to the community— both former offenders and crime victims—and to be accessible and accountable. By reaching out to victims specifically (Family Liaison Unit), MPD is increasing its responsiveness and accessibility to community members. By interacting with juvenile offenders in violent and nonviolent cases, MPD may be helping to deter them from committing additional crimes through mediation, mentoring, and one-on-one discussion. These forms of community collaboration may also help to increase the perceived legitimacy of MPD in the eyes of the community, which is critical to long-term compliance with the law (Tyler 2004) and to witnesses' willingness to come forth and aid in investigations. Although the media and the public have criticized some of MPD's activities (e.g., All Hands on Deck), it is noteworthy that MPD's leadership, specifically Chief Cathy Lanier, enjoys widespread satisfaction among DC citizens (Clarus Research Group 2010).

- **Intelligence-Led Policing**—Getting the right information to the right people in a timely manner with the assistance of technology helps officers respond to calls for service quickly and expand the analysis of crime trends. Supported by the robust network of inter-agency collaborations that MPD maintains and the strategic structure of the department, MPD is using an intelligence-led policing framework. The deployment of police practices and initiatives across people and places is informed by an integrated network of technology and data. Consistent with the hot spots policing, intelligence-led policing falls within the problem-oriented framework that is likely contributing to the DC crime reduction as it makes MPD more efficient in its allocation of resources.

While promising, the conclusions from discussions with MPD officers must be taken at face value. It is important to note that we did not independently validate the existence or use of any one or set of these initiatives or activities. The implication of this lack of observation is that the effectiveness of some of the activities highlighted in this report may have been overestimated or underestimated by the stakeholders with whom we spoke. Stated differently, some critical aspects of the overall violence reduction strategy might have been overlooked by the stakeholders. Similarly, activities that are viewed as critical might have had little or no effect on the city's violent crime. The latter point is particularly important to mention since the theoretical effect of some of the activities on violent crime is quite small when compared to others. Indeed, some activities were focused mainly on increasing police relations or reducing citizens' fear of crime, both of which are indirectly or weakly related to violent crime reductions. Other activities, such as the summer crime initiative, may have had larger effects on violent crime in the city since they are fairly comprehensive and focused on high-crime places. Overall, the initiatives that MPD identified may reflect stakeholders' own orientations or philosophies of policing. However, we noted a high degree of consistency across stakeholders in the types of initiatives and activities credited with the violent crime reduction. This indicates strong departmental leadership and a shared vision among staff. As well, several initiatives and activities that MPD highlighted are evidence-based.

Components of the community policing strategy appear to be most amenable to a rigorous analysis of impact on short- and long-term crime reductions, as well as citizen satisfaction, interaction with the police, and perceptions and fear of crime. Judging from our conversations with stakeholders, MPD appears to have all the aspects of a community-oriented policing model, thus lending itself to an analysis. One commonly implemented component of the community-oriented policing model is the SARA model (or scanning, analysis, response, and assessment model). This model details a systematic way to identify a problem, its effect on the community, and the effect of interventions using extant data. Through the SARA model, inter- and intra-agency coordination generates possible interventions and the selection of an intervention is conducted with articulated goals and objectives. The SARA model also requires assessment of the implemented response, which involves process and outcome evaluations (Diamond and Weiss 2009). Such an evaluation could focus on specific problem-solving strategies that are part of the community-policing model in addition to assessing the impact of the model overall. Among these strategies, the Most Violent Persons List or the GunStat program most easily lend themselves to rigorous impact evaluation since they have clear outputs (targeted police intervention on specific persons) and outcomes (e.g., crime reduction among those individuals).

It is evident that MPD has implemented a range of initiatives and activities aimed at reducing, preventing, and suppressing violent crime. Going forward, we recommend that MPD incorporate a systematic process in their program design and implementation to understand the violent crime problems facing the city, to develop a response to address those problems, and to evaluate success or failure. A systematic process of program design and implementation could be incorporated in the development of MPD's current annual performance plans, which outline key public safety objectives. While it is understandable that quick, but informed, decision making will often occur in the wake of spikes in violent crime, we recommend a more formal systematic process in program design and implementation. Doing so provides MPD with the greatest opportunity to build or expand on programs that have been found successful, toward potentially even greater violent crime reductions.

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Appendix: List of MPD Initiatives and Activities

	Final Description	Categorization
Community Policing		
Summer of Safety	Program designed to ensure that kids and parents had options for safe and fun activities to keep kids occupied. Consisted of supervised free events. Block parties, summer camp, employment for youth, movie nights at police stations, storybook hours, skate fun with DC's Skate Mobile, and a back-to-school event.	Community Collaboration
National Night Out	National Night Out is designed to heighten crime and drug prevention awareness in the community, generate support for, and participation in, local anticrime programs, strengthen neighborhood spirit and police-community partnerships, and send a message to criminals letting them know that neighborhoods are organized and fighting back.	Community Collaboration
Patrol Support Teams (PST)	Formerly called the Focused Redeployment Enhancement Effort (FREE), officers are pulled from their usual deployment areas and times every six weeks for three or four days to augment the law enforcement presence in crime hot spots or other designated areas.	Problem-Solving Strategies and Initiatives
Operation Full Stride	MPD initiative where officers are encouraged to walk the streets of the communities that they serve. This is a directed application of the foot beats concept.	Community Collaboration
Mayor's Focused Improvement Areas (FIA) Initiative	FIA is a place-based intervention that used historical data on call for service and crime reports to identify crime hot spots. The Initiative deployed additional officers from the MPD to stabilize crime in selected neighborhoods and brought in additional human and social services resources to focus on some of the root causes of crime, such as lack of education, housing, and unemployment.	Problem-Solving Strategies and Initiatives
Operation Fight Back	Day-long sweeps that involves things such as trash removal, the towing of abandoned vehicles and cleaning graffiti as well the serving of arrest warrants, the enforcing of health and safety regulations, and providing health screenings.	Community Collaboration
Drug-Free Zones	There are several drug-free zones throughout the city, which are recommended by district commanders. Individuals caught in possession of or distributing drugs in specified drug-free zones will face increased sanctions.	Problem-Solving Strategies and Initiatives
Prostitution Free Zones	MPD declares prostitution free zones in neighborhoods where street walkers and the problems they attract have severely impacted neighborhood safety. A Prostitution Free Zone may be established by the Chief of Police, provided it meets certain criteria, including a disproportionately high number of arrests or calls for police service related prostitution or prostitution-related offenses in the proposed zone within the preceding six-month period. Each Prostitution Free Zone will last no more than 240 hours (10 days), and the area will be clearly identified.	Problem-Solving Strategies and Initiatives

	Final Description	Categorization
Senior Citizens Police Academy	A 12 week program to train DC seniors in community policing. Classes focus on the organizational structure and function of the Metropolitan Police Department and other criminal justice agencies in the District of Columbia, the tenents of community Policing, and community organizing and outreach.	Community Collaboration
Junior Police Academy	An 8-week summer course for youth ages 14-18 who are interested in learning about the government, laws, and their enforcement. It provides an internal look a the MPD's operations and provides law enforcement perspective to crime and justice.	Community Collaboration
Police Reserve Corps.	The Reserve Cops is a unit of uniformed volunteer officers who support sworn personnel in the police districts with patrols, community outreach and other specialized activities. Members of the Metropolitan Police Reserve Corps are sworn members of the Department who serve without compensation, and perform a variety of duties with, and in support of, the career police force.	Intra-Agency Coordination
Police Cadet program	Cadets attend the University of the District of Columbia and work part-time as a civilian employee of the MPD. Once they complete the cadet program, the graduates move into the training academy.	Intra-Agency Coordination
Location-Based Policing		
Cross Border Initiative /Safe Streets	The MPD shares resources and conducts joint patrols with Prince George's County Police. In addition, MPD has entered into cooperative agreements with eight federal law enforcement agencies that expand the jurisdiction to which these agencies may send sworn personnel on patrol with the power to arrest.	Inter-Agency and Inter-Jurisdictional Activities
Hot Spot Program	Uses data to pinpoint areas with highest concentrations of serious and violent crime. Hot Spots are targeted with new law enforcement patrol and regulation as well as social and recreational services.	Data, Intelligence, and Technology
Restructuring of Police Service Areas	PSAs were condensed to 46 areas from 80. This expanded the size of each PSA, but provided greater deployment flexibility within each area to direct resources to neighborhoods most in need.	Intra-Agency Coordination
Mobile Enforcement Team	Partnering with the Drug Enforcement Agency, MPD works to disrupt and dismantle violent drug trafficking crews/organizations and their drug and gun sources of supply.	Inter-Agency and Inter-Jurisdictional Activities
Open-Air MiniStations	Highly-visible picnic-table-and-chair sets that serve as outdoor, portable police facilities where the community can get information, file reports, and get to know their officers.	Community Collaboration

	Final Description	Categorization
Schools		
Students Taking Another Route (STARS) program	The STARS program is an intensive prevention and intervention work experience designed to provide youth with violence prevention awareness, social services, job training skills, community service, mentoring, cultural diversity awareness, and positive social activities.	Community Collaboration
Shop with a Cop	Funded through the police foundation, the MPD identifies kids from public schools, the Girls Time Out program, and the Operation Prevent Auto Theft program in need of new clothing. Each kid is matched with an officer and the two of them shop for clothes at area businesses.	Community Collaboration
Girls Time Out	To deter youth from criminal activity, speakers are assembled two Saturdays each month to speak to and interact with a group of girls around a variety of issues including teen pregnancy and HIV testing. Speakers are typically from health or law enforcement agencies such as the DC Department of Health, the DC Department of Youth Rehabilitation Serivces, or the Family Court-Court Social Services Division. The girls are identified by parents and guardians.	Community Collaboration
School Resource Officers (SROs)	SROs are stationed at all public and public charter schools in the city to respond to any criminal incidents that occur therein. In addition, SROs provide mentoring to students geared toward keeping them from engaging in criminal activities, while providing mediating conflicts that have happen or may happen both on and off school grounds. SROs have also participated in summer camps to develop relationships. In addition, they coordinate the Safe Passage Program to provide safe routes for youth to and from schools, while also providing intensive support to at-risk youth. SROs are stationed at schools to foster school safety, gather information about students and potential disputes, inform school administrators about potential criminal activity occurring among students outside of school, and mediate situations as they arise.	Community Collaboration
40 Days of Increased Peace	Summer-long effort to provide young people with fun activities when school is not in session. This program initially began in select police districts who partnered with local community collaboratives, but has since expanded across the District of Columbia.	Community Collaboration
Camp Brown	Summer camp for inner-city youth operated by the Boys and Girls Clubs of Greater Washington.The camp provide DC youth the opportunity to enjoy a weeklong adventure in the countryside. The camp curriculum attempts to nurture and re-enforce youth self-awareness, self-esteem, character and constructive decision-making.	Community Collaboration
Youth Advisory Council	The Youth Advisory Council, composed of junior and senior high school students, provides ideas and feedback about MPD policies and programs and spearheads community service projects for young people and adults in District.	Community Collaboration

	Final Description	Categorization
Violent Crimes		
Homicide Task Force	This task force attempts to enhance police presence through increased visits to individuals on probation or parole and mediating conflicts. Its main purpose is to support homicide investigations and prevent retaliatory violence.	Problem-Solving Strategies and Initiatives
Warrant Task Force, Warrant Squads and Capitol Area Regional Task Force	This joint fugitive task force was convened under the direction of the President of the United States and is composed of several federal partners. This partnership was originally created in response to the rise in cocaine use and subsequent arrests in the early 90s. Its main directive then and now is to execute outstanding warrants.	Inter-Agency and Inter-Jurisdictional Activities
Carjacking Task Force	Task force to combat carjackings and investigate high-priority incidents that involve groups identified as committing carjackings. Such associate crimes include delivery robberies or commercial robberies in a specific geographic area.	Inter-Agency and Inter-Jurisdictional Activities
Gun Crimes		
Gun Amnesty Program	This program provides individuals with the opportunity to turn in their weapons to authorities without fear of prosecution. If a person or organization within the District relinquishes any firearm, ammuniation or any other destructive deveice no arrest or prosecution for the possesion of these items will occur. These items can be delivered to any police district, station, headquarters, or by summoning an officer to a house or place of business.	Problem-Solving Strategies and Initiatives
Gun Recovery Unit	Citywide specialized unit designed to seize firearms. Using crime data and mapping software, the unit is deployed to areas of the District that are experiencing a large volume of gun-related crime.	Inter-Agency and Inter-Jurisdictional Activities
GunStat	The program identifies approximately 50 repeat gun offenders and focuses local and federal public safety resources on them. The initiative brings together local and federal public safety partners together, pooling resources and sharing information.	Problem-Solving Strategies and Initiatives
Gun Offender Registry	Gun offenders are required to report their whereabouts annually and remain on the Gun Offender Registry for two years after sentence completion, including probation. The registry monitors the location of offenders who were convicted of firearms offenses and who live, work, or attend school in DC.	Problem-Solving Strategies and Initiatives
Gang Crimes		
Gang Intelligence Partnership	The goal of this partnership among law enforcement, school, community collaboratives, and other DC agencies is to reduce gang-related homicides and violence, reduce gang membership, and to increase the involvement of at-risk youth in recreational and other productive activities	Community Collaboration
Gang Intervention Activities	To address gang intervention and mediation needs, the MPD adds and expands its community partnerships to facilitiate this process	Community Collaboration

	Final Description	Categorization
Sex Crimes		
Sex Offender Registry	The registry is a web-based mapping tool provided to DC residents. The registry contains the residence or workplace of registered sex offenders in their neighborhood. The registry can be searched by name, address, or police district and provides a photo, description, and other details of registered sex offenders.	Data, Intelligence, and Technology
Internet Crimes Against Children program	The purpose of this program is to identify and apprehend sexual predators who target minors in chat rooms and other online venues.	Problem-Solving Strategies and Initiatives
Sexual Assault Unit	This unit within the MPD investigates sexual assaults involving victims ages 18 and older; officers receive special training on how to work with victims in a sensitive and respectful manner. The MPD opened a special, victim-sensitive interview room that is designed to help make victims feel more at ease during the interview and investigative process.	Problem-Solving Strategies and Initiatives
Victim's Specialist Unit	The Unit serves victims of domestic violence and sexual assault to: connect them with forensic examination services; facilitate the obtainment of protective orders; arrange supervised visitations for children; and instruct victims about their rights and victim's compensation.	Community Collaboration
Traffic Crimes		
Smooth Operator	A multi-jurisdictional partnership between the District of Columbia, Maryland and Virginia, the Smooth Operator Program is a public safety initiative, which aims to provide education, information and solutions to reduce aggressive driving.	Inter-Agency and Inter-Jurisdictional Activities
Checkpoint Strickeforce	MPD established a series of sobriety checkpoints to identify individuals driving under the influence. Its purpose is to prevent people who are intoxicated from operating a vehcile. The MPD uses a Chemical Alcohol Testing van to support the sobriety checkpoints.	Problem-Solving Strategies and Initiatives
Click It or Ticket	Campaign that uses both education and enforcement - including regular safety checkpoints - to get more motorists to obey the law. District laws allow officers to pull over motorists based solely on their failure to buckle vehicle seatbelts for all passengers.	Problem-Solving Strategies and Initiatives
Washington Area Vehicle Enforcement (WAVE) unit	A multijurisdicational effort involving the MPD, Prince George's County police and federal agencies, this unit works to recover stolen vehciles and arrest perpetrators responsible for those thefts. Officers often recover firearms and illegal drugs in course of recovering the stolen vehicles.	Inter-Agency and Inter-Jurisdictional Activities
Operation Prevent Auto Theft (OPAT)	To deter future criminal activity, officers from the MPD have one-on-one discussions with juvenile perpetrators about the impact of their auto thefts and then monitor, mentor, and supervise them at school.	Community Collaboration
License Plate Readers	These units are used to monitor tags electronically for vehicles that have been reported stolen, registered vehicle owners who are wanted by the police, and other alerts.	Data, Intelligence, and Technology

	Final Description	Categorization
Intersection Safety Cameras	Also known as "red light camera," intersection safety cameras are designed to photograph motorists who drive through red lights and into intersections. The system captures vehicle license plates and tickets are issued to violators.	Data, Intelligence, and Technology
Photo radar speeding reduction program	MPD operates 10 stationary and up to a dozen mobile cameras to monitor the speed of vehicles traveling on DC roadways and generate tickets for aggressive speeders.	Data, Intelligence, and Technology
Street Smart Campaign	The MPD provides educational materials for drivers and pedestrians to promote smart habits. This campaign also has an enforcement component in which drivers are cited for failing to stop for pedestrians.	Community Collaboration
Terrorism		
Office of Homeland Security and Counter-Terrorism (OHSCT)	An office within the MPD that works to move MPD toward full compliance with the National Incident Management System and has developed and overseen numerous field training and tabletop exercises that test the MPD's response to terrorism or other major events. OHSCT personnel collect, analyze and disseminate intelligence information to support the MPD's counter-terrorism efforts.	Intra-Agency Coordination
Operation Terrorist Incident Prevention Program (TIPP)	The program is an information-gathering system used to document and map reported terrorist events and to determine the appropriate follow-up response.	Data, Intelligence, and Technology
Special Units		
Family Liaison Unit	The Unit connects the families of homicide victims to supportive services including: grief counseling, funeral services, victim's compensation, case management, and resources for living as a victim.	Community Collaboration
Special Liaison Units	Over the past 10 years, the MPD has constructed units to provide outreach and assistance to minority populations residing in the District. These units serve racial, ethnic, sexual orientation, and disabled minority groups.	Community Collaboration
Biased Policing Project	MPD contact with the community in an attempt to detect any patterns of bias based on race, ethnicity, gender or other factors	Community Collaboration
Intelligence Development		
All Hands on Deck	In places that are experiencing a crime surge, all officers cleared for active duty are deployed to the community over a 48-hour period. The influx of personnel and resources is intended to suppress and deter crime while also building community relationships.	Problem-Solving Strategies and Initiatives

	Final Description	Categorization
Foot Beats	Increases in foot patrol, possibly due to Operation Full Stride and other strategies, have increased the interaction between MPD and the community. By becoming more visible in communities, MPD hopes to deter potential crimes, act in response to crimes swiftly, respond to community needs, and develop safe neighborhoods. On foot patrols officers also obtain information that aids in the investigation of criminal activity.	Community Collaboration
Police Blotter on Demand	This system displays video profiles of individuals from DC's "Most Wanted" list to Comcast Digital TV customers. The profiles include information on how viewers with knowledge about the profiled individuals can contact the police anonymously.	Data, Intelligence, and Technology
Crime Phone and Text Tip Line	Community residents can provide information to the MPD by telephone or using text messages anonymously. The system is designed to provide the community with an additional outlet to report incidents, while also providing the MPD with intelligence that informs strategic deployments, responses, and other tactical decisions. The MPD currently has separate crime, violent crime, and gun-involved tip lines.	Data, Intelligence, and Technology
Partnership for Problem Solving	This program provides the community with critical skills in problem identification, analysis and solving.	Community Collaboration
Operation Foul Play	A regular feature on WPGC 95.5 FM radio that profiles wanted suspects in a particularly heinous crimes.	Data, Intelligence, and Technology
Neighborhood Watch Manual	Provides detailed information on how to organize and sustain successful Neighborhood Watch programs in DC. The manual is complemented by hands-on training and technical assistance offered by MPD personnel. Neighborhood Watch is a community-based crime prevention program, based on the idea that when residents, businesses, clergy, police and other partners look out for the safety of the neighborhood, establish and maintain open lines of communication, and collaborate to resolve problems of crime and disorder, they create safer, friendlier and healthier neighborhoods.	Community Collaboration
Special Reward Program	Up to $25,000 for information leading to an arrest and conviction in any unsolved homicide and up to $10,000 in open robbery cases.	Problem-Solving Strategies and Initiatives
Surveillance		
Project Safe City	This program was developed in response to serious and persistent crime in the Trinidad neighborhood. The program included funding for CCTV cameras, new equipment for two recreational centers, and 911-programmed cell phones as well as the convening of community meetings and the provision of educational materials to residents.	Problem-Solving Strategies and Initiatives

	Final Description	Categorization
CCTV Cameras	Located in areas with high a volume of reported violent crime, cameras record footage in real-time to help prevent and interrupt violent crime and to assist criminal investigations. The MPD can view the footage in real-time or review footage after a crime has been committed near a camera location to find evidence, identify suspects or witnesses, and construct an incident timeline to assist with investigations.	Data, Intelligence, and Technology
Operation Live Link	In certain neighborhoods, the MPD gives community members a phone number to contact a bilingual or English speaking officer to facilitate the reporting of criminal activity directly. Bilingual and English speaking officers are available to residents. The direct line was designed to supplement the 911 call center to facilitate quicker responses to calls for service.	Community Collaboration
Light Up the Night	In certain neighborhoods, the MPD officers have encouraged residents to promote safety by distributing light bulbs and having residents pledge to keep their porch lights on during the evening hours.	Community Collaboration
Technology Improvements		
Fusion Center	The MPD's Fusion Center is the site for the collection, analysis, and dissemination of information related to violent crimes occurring within the District of Columbia.	
Automated Field Reporting	This system allows for the electronic completion and submission of many reports officers commonly complete in the field.	Data, Intelligence, and Technology
Automated Traffic Crash Reporting	Web-enabled vehicle crash reporting application used by responding officers to process the associated reports. The application electronically stores and manages all information about traffic crashes in DC.	Data, Intelligence, and Technology
Handheld Ticket Writers	Handheld devices with DC-specific software are used to issue citations and parking and moving violations. This technology eliminates the work involved in transmitting tickets to DMV, thereby freeing resources to be used for other purposes.	Data, Intelligence, and Technology
Toughbook Laptops	By 2008, most patrol vehicles were equipped for the use of Toughbook Laptops and these laptops were made available to other specialized units as well. The laptops include software capable of accessing other technology used by the MPD, such as ShotSpotter as well as many of the forms commonly used by patrol officers. The MPD crime alerts and dispatch are filtered through the computer.	Data, Intelligence, and Technology

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JUSTIS and JUSTIS lite	Created and maintained by the Criminal Justice Coordinating Council (CJCC), the JUSTIS systems centrally store data for future use and share the information contained within it across the CJCC partners.	Data, Intelligence, and Technology
ShotSpotter	As a gunshot detection system, ShotSpotter uses audio sensors to triangulate the location of a gunshot. The system, in place in high crime areas, allows police to respond to gun crimes more quickly and provides evidence of incidents that may have not been reported to the police. It is also useful in collecting evidence and in locating injured victims.	Data, Intelligence, and Technology
MPD Continuing Education		
Professional Development Training program	Annual training program requiring 32-40 hours of training on a variety of topics related to policing and crime prevention: firearms qualifications, baton qualifications, CPR training, and terrorism responses.	Intra-Agency Coordination
Distance Learning initiative	Online modules for the Professional Development Training program allow officers to complete the training remotely and therefore, spend more time in their patrol districts. The online modules largely focus on newly-implemented or changed laws and policies, how to create a positive rapport between the MPD and community members that encourages community members to continue communicating with the MPD and providing information that may aid in criminal investigations, and educating officers on emerging issue areas and the MPD's planned response. Officers are also trained to utilize the most current crime-fighting technologies that help to prevent, detect, and/or monitor criminal activity.	Intra-Agency Coordination
Research and Development		
Survey of Crime Victims	This survey is designed to measure the satisfaction recent crime victims have regarding MPD's services and to determine what changes the MPD might make to improve services to crime victims.	Community Collaboration
New from Interviews		
Columbia Heights/Shaw Family Support Collaborative	As a nonprofit organization based in the Columbia Heights/Shaw neighborhood, MPD works with the Collaborative to contact the family and friends of active gang members to provide them with supportive services to mediate future conflicts and gang involvement. Other collaboratives throughout the city conduct similar outreach efforts and engage in supportive services efforts with families in other high-crime neighborhoods.	Community Collaboration

	Final Description	Categorization
Community meetings	The MPD holds monthly PSA meetings that provide an opportunity to interact with community members, hear resident concerns, and engage in a dialog.	Community Collaboration
Community walks	Along with other partners, such as the city mayor and city council members, officers from the MPD walk with residents in neighborhood hotspots to note problems or issues in their community, such as abandoned houses, graffiti, and poorly-lit streets. The MPD follows up with respective city agencies to address the concerns.	Community Collaboration
Juvenile Early Intervention and Juvenile Mediation	After a juvenile has been sanctioned with a stipulation for restorative justice, the MPD arranges a mediation session with the juvenile perpetrator and the victim of their crime. The expectation is that future criminal activity will be deterred.	Community Collaboration
Major Case Unit	The Unit connects the families of homicide victims that are cold cases to supportive services including: grief counseling, funeral services, victim's compensation, case management, and resources for living as a victim. Many families that were on the Family Liaison Unit are transitioned to the Major Case Unit once their cases go cold . Though there is no set definition of "cold case," a case is usually transferred to the Major Case Unit three years after it has been open with no new leads being developed.	Community Collaboration
Creation of the Patrol Services and School Security Bureau	In 2007 the Patrol Services and School Security Bureau was created, from the Regional Operations Commands North, Central, and East as well as the Operational Support Command and the Office of Youth Education and Violence Prevention. This restructuring into one pool of officers and resources allows for more fluid deployment. Additional patrols are directed to crime hotspots from areas experiencing fewer crimes.	Intra-Agency Coordination
Joint Operations Command Center	The Joint Operations Command Center was developed in 1999 to assess crime trends in real time and has become a central point of information over time. The Center can accommodate approximately 50 individuals from across various agencies who may be participating in a joint operation, but it is also included in MPD's normal crime-fighting strategies. The terminals and large-screen monitors within the room can access updated crime maps to view emerging trends geographically, it can access footage from MPD's surveillance cameras, and can be used for videoconferencing with other police districts or other local or federal partners.	Intra-Agency Coordination

	Final Description	Categorization
Command Information Center	The Command Information Center is the hub for incoming information from technologies for intelligence-led policing initiatives, such as police surveillance cameras, ShotSpotter, and the police computer-aided dispatch (CAD) system.	Intra-Agency Coordination
Crime briefings	Officers from various levels within the MPD meet to share and discuss information about crime, identify crime patterns, and to select appropriate deployment strategies.	Intra-Agency Coordination
Criminal Justice Coordinating Council (CJCC)	An independent agency of federal and local criminal justice agencies including the MPD, pretrial services, courts, the CSOSA, and Court Social Services. CJCC maintains an interagency warehouse of data populated by the partners.	Inter-Agency and Inter-Jurisdictional Activities
911 Call Center	The Call Center recieves emergency calls for crime, fire, and medical services. Analysis of cross-jurisdictional calls for service information from the MPD and the fire department enables the MPD to expose crime patterns.	Inter-Agency and Inter-Jurisdictional Activities
Case Initiation Project	The Project applies a single identifying number for arrestees throughout the case processing. This number is helpful to see the arrestee's interaction with multiple agencies.	Inter-Agency and Inter-Jurisdictional Activities
National Crime Information Center (NCIC)	The Center is a national database managed by the Federal Bureau of Investigation, U.S. Department of Justice to access information including: licenses, warrants, Interpol warrants and wanted and stolen vehicle tags. This standard interagency partnership is used by MPD to obtain criminal history, stolen property, and missing person information.	Inter-Agency and Inter-Jurisdictional Activities
Washington Regional Threat Assessment Center	The Center is funded by the Council of Governments and integrates the operations of many of the national capital area's unique law enforcement entities to one location to coordinate action and prosecution for cross-border initiatives.	Inter-Agency and Inter-Jurisdictional Activities
Research and Analysis Branch	Branch within the MPD that generates crime statistics and identifies patterns and trends to inform deployment decisions and the development of initiatives within the MPD. As the data, research, evaluation, and mapping hub of the MPD, the branch also provides information for the public, including crime data, crime trends, and citizen and victim satisfaction surveys.	Data, Intelligence, and Technology
DC Alerts	At no charge, the alert system is designed to provide crime or emergency information immediately to community residents who sign up for the service. Residents select the neighborhoods for which they want to have alerts. Violet crimes, missing persons, or dangerous conditions within the selected areas signal an alert, and an update is sent to community residents. Providing residents with information in real-time, the MPD attempts to minimize and prevent accidents, incidents, and victimization.	Data, Intelligence, and Technology
Predictive Policing Grant	The MPD received funding from the US Department of Justice to assist in the determination of locations in the city that are most likely to experience crime and to identify the individuals most likely to commit them.	Data, Intelligence, and Technology

	Final Description	Categorization
Situational Alert Management System (SAMS)	Using dispatch, calls for services, and other reporting information the system monitors incidents throughout the city to identify violent crime trends. The information informs deployment practices and enables a faster response time.	Data, Intelligence, and Technology
Operation Sixth Sense	Summer crime initiative launched in 2010 that was implemented in six neighborhoods experiencing elevated crime levels and drug use over the past six years. It targeted individuals who commit a disproportionate amount of crime and to provide programs for youth in these neighborhoods. The programs included: summer work, enrichment and health activities, and community festivals.	Problem-Solving Strategies and Initiatives
Most Violent Persons (MVP) List	This is a list of individuals who are gang-involved that have been identified as most likely to commit violent crime or to engage in retaliatory behavior associated with gang violence. The list is distributed internally, to district commanders and patrol officers.	Problem-Solving Strategies and Initiatives
Reserve Corps Focused Initiative (RCFI)	Composed of trained volunteers, the initiative deployed reservists to certain areas that were experiencing elevate crime levels, specifically crime involving firearms and robberies.	Problem-Solving Strategies and Initiatives
Specialized Units	Specialized units are directed to address specific crime problems or types, they including: Vice, Crime Suppression, and Narcotics Strike Force. Specialized units also gather information to inform larger policing efforts.	Problem-Solving Strategies and Initiatives

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Justice Policy Center
2100 M St NW
Washington, DC 20037
http://www.urban.org