
New National Assessment Gives MPD High Marks

June 26, 2024

An assessment conducted by The Policing Project at the request of the Office of the D.C. Auditor



June 26, 2024

The Hon. Muriel E. Bowser
Mayor of the District of Columbia
The John A. Wilson Building
1350 Pennsylvania Avenue N.W.
Washington, DC 20004

The Hon. Phil Mendelson, Chairman
Council of the District of Columbia
The John A. Wilson Building
1350 Pennsylvania Avenue N.W.
Washington DC 20004

Dear Mayor Bowser and Chairman Mendelson:

We are pleased to present this assessment of the Metropolitan Police Department (MPD) based on approximately 100 metrics developed by The Policing Project at the New York University School of Law to measure the characteristics of a *sound, accountable, just and effective* (SAJE) police agency. The Policing Project worked with police leaders, researchers, community advocates, and others to develop these metrics reflecting policing best practices.

The Office of the D.C. Auditor (ODCA) partnered with The Policing Project which undertook a detailed and comprehensive process starting in December 2023. MPD addressed each metric with a yes or no response, providing evidence to support the answers. This evidence included General Orders, training documents, recruiting materials and other documents. An independent social science researcher, Dr. Aili Malm, worked with the Department through this process, ensuring its thoroughness and validity. After confirming the results, Dr. Malm provided a score associated with each category and prepared the report that follows.

The assessment is notably positive, “well within the range of the NYU Policing Project team’s expectations for a well-performing department” and the highest of three departments measured to date with this new and innovative policy tool. We also include written comments from the Department.

While the scores associated with the metrics do not directly measure the effectiveness or thoroughness of specific policies and practices, they nevertheless serve as a valuable tool to gauge the Department’s strengths and areas for further improvement.

We thank Dr. Malm and others from the Policing Project for their work and thank MPD Chief Pamela Smith and her team as well for their collaboration. We hope you as elected leaders along with MPD leadership and community members can use this information as a guide to better understand and build on our police department's many strengths.

Sincerely yours,



Kathy Patterson
D.C. Auditor



Chris Magnus
Deputy Auditor for Public Safety

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Washington D.C. Metropolitan Police Department SAJE™ Assessment

The Policing Project at the New York University School of Law, in partnership with Microsoft and with funding from the Joyce Foundation and Microsoft’s Justice Reform Initiative, has developed the SAJE™ Policing Assessment – a comprehensive tool to define and measure the characteristics of a Sound, Accountable, Just, and Effective policing agency. This assessment of approximately 100 metrics was developed in partnership with police leaders, researchers, and community advocates, and reflects the latest developments in social science, constitutional law, and industry best practice.

Agencies respond to each metric with a simple yes/no and provide evidence (e.g., policies, training manuals) to support their responses. SAJE™ is not designed to find a “perfect” police department. Rather, the goal is to provide an assessment of a department’s current standing across the four pillars, identifying both areas of strength and areas in need of improvement. In addition, because SAJE™ relies on documentation rather than personal observation, it leans toward policy review over actual practice. While some of the metrics do seek to capture specific practices, they do not assess how comprehensively or effectively these practices are being carried out. Future audits may wish to delve deeper into these issues. Insights provided through this tool will help municipal leaders, police departments, and the communities they serve understand agency performance and collaboratively identify challenges and opportunities.

At the request of the Office of the District of Columbia Auditor, the Policing Project conducted a SAJE™ Assessment of the District’s Metropolitan Police Department (MPD). Dr. Aili Malm, an independent social science researcher and policing subject-matter expert, assisted the agency in completing the tool as a neutral third-party evaluator. The process took approximately five months to complete. This report outlines MPD’s SAJE™ Assessment results.

Overall Score

MPD’s overall SAJE™ score is **81.66%**. As MPD is the only agency to complete the tool at the request of an auditor’s office, insufficient benchmarks are available. However, the Policing Project team anticipates that agencies scoring over 70% should be considered well-performing police departments and MPD is over this level. There are some areas in which MPD is performing exceptionally well, and other areas in which improvement may be needed, particularly in the Just Policing pillar. The following sections describe MPD’s results across the four pillars.

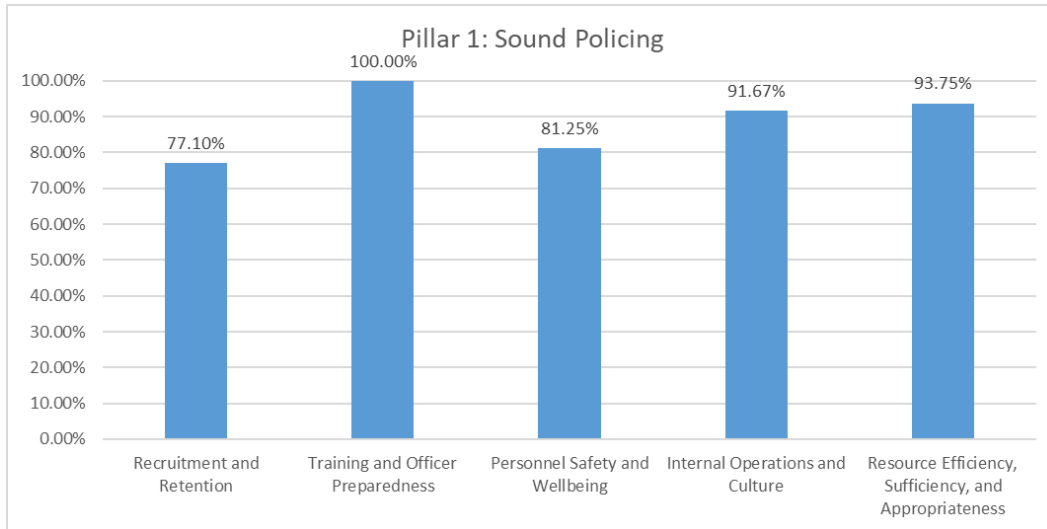
Pillar 1: Sound Policing

The sound policing pillar measures how efficiently and effectively the agency operates, with a focus on recruitment and hiring, workforce development and administration, and resource management. MPD scored **86.63%** in this area. The pillar is broken down into five sub-categories:

recruitment and retention; training and officer preparedness; personnel safety and wellbeing; internal operations and culture; and resource efficiency, sufficiency, and appropriateness.

Figure 1 shows the score in each sub-category.

Figure 1: Sound Policing Pillar Results



MPD received high marks in training and officer preparedness; personnel safety and wellbeing; internal operations and culture; and resource efficiency, sufficiency, and appropriateness. Specifically, MPD should be commended on its efforts in the following areas:

- MPD is focused on recruiting a diverse workforce that represents the demographics of the city. Notably, the department maintains a recruiting dashboard that allows close monitoring of each stage of the application process to identify any disparities or obstacles that may exist.
- MPD prioritizes training and officer preparedness through its policies, procedures, and data collection. The department has partnered with several non-profits and accredited agencies to implement and evaluate training efforts.
- MPD prioritizes officer safety and wellbeing through its policies, procedures, training, and data collection. The Employee Assistance Program (MPEAP) is a free, independent, confidential counseling program for all sworn members and their spouses/significant others. The MPEAP can be reached 24 hours a day, seven days a week.

There are also some areas that may be in need of improvement:

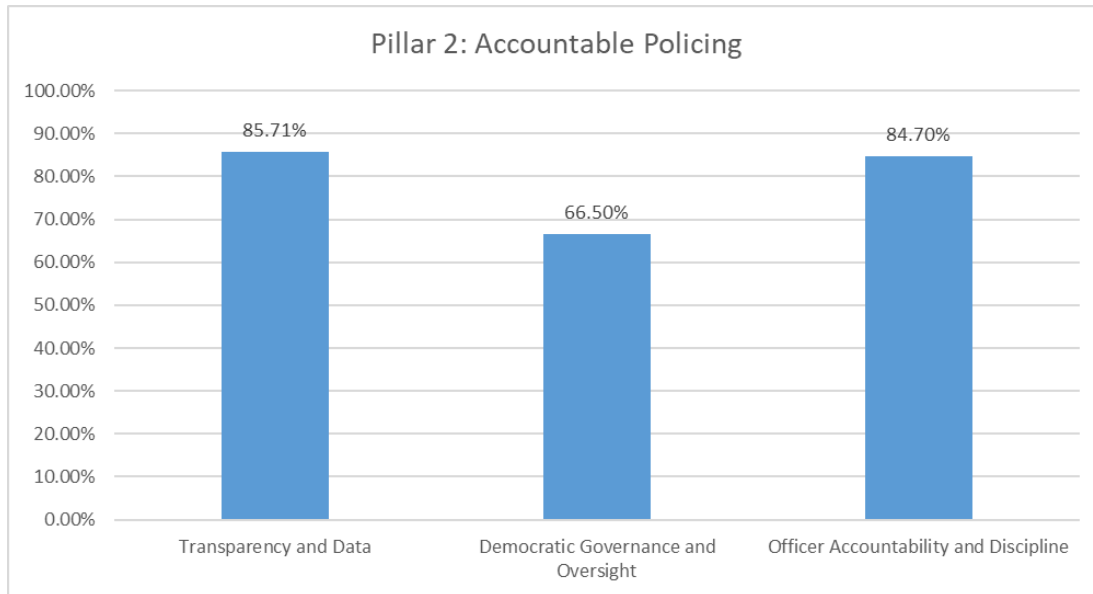
- MPD has no formalized retention plan. Considering the current recruitment and retention crisis in policing, the department should prioritize creating and implementing a retention plan that includes support for leadership development opportunities, strategies for the retention of under-represented groups, and insights from current staff about their needs and concerns (and how best to address them).

- MPD does not collect data on officer suicides nor is suicide prevention training mandated. The department may want to consider specifically tracking officer suicide as a cause of death, and analyze relevant data related to these incidents including assessments of exposure to trauma through critical incidents, health and wellness data, and officer performance. The department may also want to consider reporting this data through the FBI's recently established Law Enforcement Suicide Data Collection database. The department also might want to mandate suicide prevention training to ensure all officers are provided important mental health and wellness techniques.

Pillar 2: Accountable Policing

The accountable policing pillar measures agency transparency and the extent to which communities have a meaningful say in the police services they receive. MPD scored **83.16%** in this area. The pillar is broken down into three sub-categories: transparency and data, democratic governance and oversight, and officer accountability and discipline. Figure 2 shows the score in each sub-category.

Figure 2: Accountable Policing Pillar Results



MPD received high scores in transparency and data, and officer accountability and discipline. Specifically, MPD should be commended on its efforts in the following areas:

- MPD posts its policies, strategic plan, and crime data online in an easy to find and machine-readable manner.
- MPD collects comprehensive complaint data in its Personnel Performance Management System (PPMS) database. This database includes important aspects of both internal and external complaints including: demographics of the complainant, type of complaint and resolution, and time to resolution. Department policy includes minimum requirements for

public complaint investigations including: complainant, officer and witness interviews; review of relevant body-worn camera footage; reasonable timelines for the adjudication process; and consistent communication with the complainant.

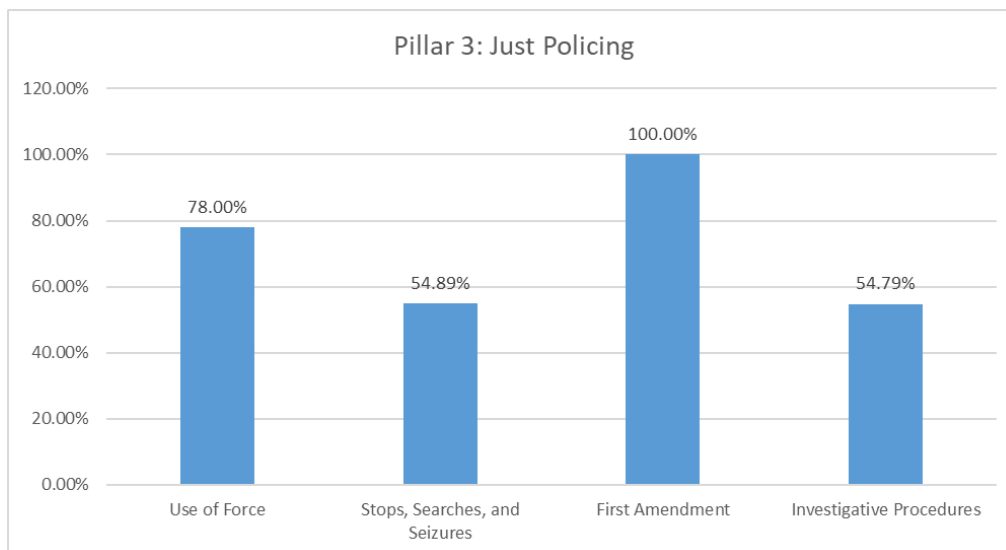
There are also some areas that may be in need of improvement:

- While MPD publishes aggregate data about enforcement activity (including stops, searches, citations, arrests, etc.) online, the last use of force data published is from 2022. The department should consider ensuring that important data such as use of force is published online at least annually and in a timely fashion. This would increase the department’s democratic accountability to the DC community.

Pillar 3: Just Policing

The just policing pillar measures whether an agency operates fairly, equitably, and constitutionally. MPD scored **67.56%** in this area, which is its lowest-scored pillar. The pillar is broken down into four sub-categories: use of force; stops, searches, and seizures; First Amendment protections; and investigative procedures. Figure 3 shows the score in each sub-category.

Figure 3: Just Policing Pillar Results



MPD scores very well in the area of First Amendment protections. Specifically, MPD should be commended on its efforts in the following areas:

- MPD’s use of force policy is extensive and includes important language prioritizing the sanctity of life, requiring de-escalation, and authorizing use of force only when there are no reasonable alternatives. The department also trains its officers on the policy annually using scenario-based de-escalation training.
- MPD’s policies and training for First Amendment assemblies meet all the SAJE™ standards. When managing crowds, MPD policies and training emphasize non-arrest

methods of crowd management to maintain order. This is especially important considering Washington DC is home to some of the largest First Amendment demonstrations in the country.

- MPD officers are trained on legal matters such as Brady, evidence collection, analysis, and retention practices. MPD has partnered with AUSA to provide scenario-based training regarding court-related matters.

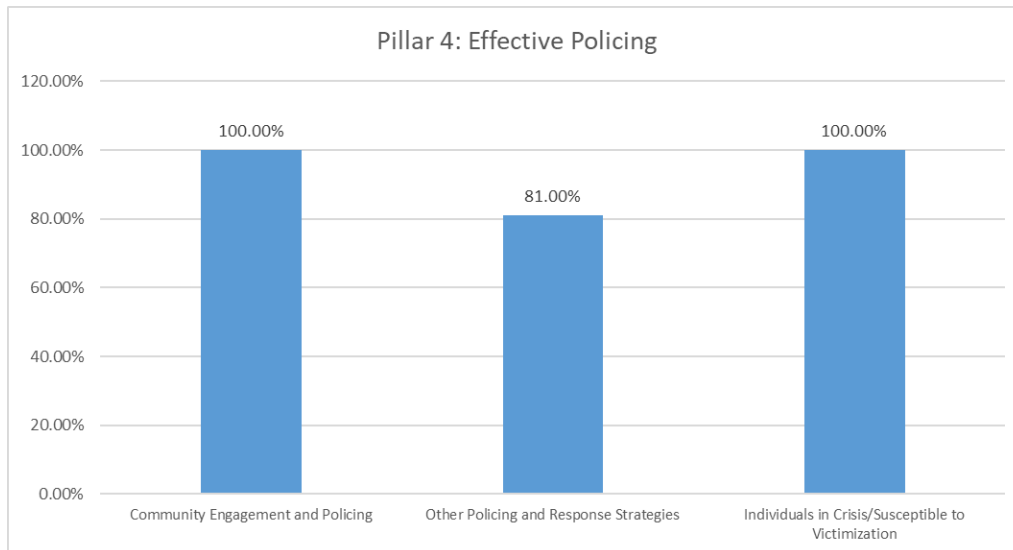
There are also some areas that may be in need of improvement:

- MPD does not require supervisors to report to a scene where a weapon or persons experiencing mental health crises are reported, or where a dispatcher or other member of the department believes there is potential for significant use of force. The department should consider requiring supervisors to attend such scenes due to the high potential for volatility.
- While MPD does require officers to intervene in inappropriate uses of force and report policy violations, officers are not required to intervene when they witness another agency member engaging in conduct that violates departmental policy. The department is currently considering revising General Order 201.26 (Duties, Responsibilities, and Conduct of Members of the Department) to include a broader policy requirement to intervene in misconduct. We encourage MPD to add this policy language.
- MPD does not limit consent searches to situations in which an officer has reasonable suspicion to believe they will find evidence of a serious crime or circumstances that involve a threat to public safety. There is ample evidence that searches limited to reasonable suspicion are far more productive and that over-reliance on consent searches tend to lead to racial disparities.
- MPD does not have restrictions on pretextual stops. We suggest restricting such stops to investigations of specific, serious offenses. Officers also should be required to articulate specific facts to support the belief that the target of the pretextual action may have been involved in the specific, serious offense. Again, suspicion-based searches are more productive and avoid the racial disparities and other harms around pretextual searches.
- MPD has no specific requirements for strip and body cavity searches for juveniles. The department should consider adding this language to policy considering the increased vulnerability of this population.
- MPD policy does not prohibit no-knock warrants. While MPD states they do not use no-knock warrants, they may wish to articulate this position specifically in policy.
- MPD does not have a policy for each surveillance technology used by its officers, nor do they collect data on how often the technology is used, on whom, for what types of crime, and whether an enforcement action resulted. MPD should consider creating a specific policy for each surveillance technology and collect data to facilitate auditing.
- MPD should consider double-blinding physical lineups. The department already requires double-blinding of photo arrays and photo lineups.

Pillar 4: Effective Policing

The final pillar measures how well an agency prevents and addresses crime, and whether the strategies used are likely to improve community outcomes. MPD scored an impressive **92.16%** in this pillar. The pillar is broken down into three sub-categories: community engagement and policing, other policing and response strategies, and individuals in crisis/susceptible to victimization. Figure 4 shows the score in each sub-category.

Figure 4: Effective Policing Pillar Results



According to SAJE™, MPD fully complies with metrics related to community engagement and dealing with individuals in crisis/susceptible to victimization. MPD should be commended on its efforts in the following areas:

- MPD has several strategies for reaching and listening to communities that experience high enforcement and crime. These strategies include community meetings, community walks, critical incident response, crime initiatives, and safety campaigns.
- MPD scores demonstrate a commitment to community policing as defined in the SAJE™ assessment. This is demonstrated by: officers being assigned consistently to a specific beat and being given the opportunity to engage the community; training on community policing and engagement in academy, in-service, and field training; and patrol officers having “out of service” dedicated time for community engagement.
- MPD’s award-winning Special Liaison Branch (SLB) is a model for community policing in its work with historically underserved communities. For more than two decades, SLB has worked closely with the District’s communities, in particular its African, Asian, Deaf and Hard of Hearing, interfaith, LGBTQ+, and Latino communities. SLB builds community relationships through outreach and communication, supports victims of crime, and serves as an internal resource for all MPD members.
- MPD has partnered with the Anti-defamation League (ADL) and implemented mandatory training that covers "inclusive policing." The Special Liaison Branch also provides cultural competency training as it relates to interacting with the District's historically underserved

communities. MPD recruits also participate in what are known as "reverse-ride-alongs" where recruits meet the community. The community provides feedback on what they expect from our MPD officers as well as best ways to interact with the community.

- In May 2023, MPD, in collaboration with the Department of Behavioral Health (DBH), initiated a soft launch of a Co-Response (COR) pilot program for addressing individuals with chronic and crisis behavioral health needs and the communities in which they live. Additionally, MPD is engaged in a technical assistance opportunity with the Harvard Kennedy School Government Performance Lab, focusing on expanding diversion calls, data analysis, and staff training.
- MPD has a robust and well-trained Office of Research and Analytical Services (ORAS). MPD is a model agency when it comes to research and analysis and partners with several academic/policy thinktanks such as The Lab @ DC.

There are also some policing and response strategies that may be in need of improvement:

- MPD does not have policies, guidelines, or training in problem-oriented policing (POP). They also do not give officers dedicated time to engage in POP. The department states that the Mayor's Office of Community Relations and Services (MOCRS) is responsible for coordinating teams to address chronic problems. We encourage MPD to rethink this strategy as POP has a strong evidence base and has been shown to be one of the most effective methods to reduce crime. Without training and time to engage in POP, patrol officers are without one of the strongest tools in their arsenal – the ability to actively try to solve crime problems rather than just react to the harmful consequences of problems.

Summary

MPD's overall score of SAJE™ is **81.66%**, which is well within range of the NYU Policing Project team's expectation for a well-performing department. The SAJE™ tool surfaces areas where MPD excels, as well as areas that may require improvement. The NYU Policing Project team would like to thank the Office of the DC Auditor, specifically DC Auditor Kathleen Patterson and Deputy Auditor for Public Safety Chris Magnus for selecting SAJE™ as an assessment tool. We are also grateful for MPD's willingness to participate in this project. SAJE™ is intended to be a roadmap for change and improvement; therefore, we encourage MPD to re-administer SAJE™ in eighteen months to two years from now, and we would be pleased to work with the department on this.

Appendix A

SAJE Policing Assessment Metrics

SAJE™ Policing Assessment			
Sound Policing Pillar			
Recruitment and Retention			
1.1	Does the agency collect data in a machine-readable way about the workforce, including applicant & officer:	Race?	Yes
1.2	Does the agency collect data in a machine-readable way about the workforce, including applicant & officer:	Ethnicity?	Yes
1.3	Does the agency collect data in a machine-readable way about the workforce, including applicant & officer:	Gender?	Yes
1.4	Does the agency collect data in a machine-readable way about the workforce, including applicant & officer:	Educational attainment?	Yes
1.5	Does the agency collect data in a machine-readable way about the workforce, including applicant & officer:	Foreign language proficiency?	No
1.6	Does the agency collect data in a machine-readable way about the workforce, including applicant & officer:	Residency (within or outside the jurisdiction)?	No
1.7	Does the agency collect data in a machine-readable way about the workforce, including applicant & officer:	Previous employment separations, including resignations, retirements, & terminations?	No
2		Do officers - across rank & assignment - proportionally (+/- 10%) represent the racial & ethnic diversity of the communities the agency serves?	Yes
3.1	When recruiting new officers, does the agency:	Use recruitment materials that demonstrate racial, ethnic, & gender diversity?	Yes
3.2	When recruiting new officers, does the agency:	Use recruitment materials that accurately reflect the day-to-day duties of an officer in that jurisdiction, & the skills needed to be successful in those duties?	Yes
3.3	When recruiting new officers, does the agency:	Conduct specific outreach to under-represented demographic groups, particularly from communities most impacted by policing in the jurisdiction?	Yes
3.4	When recruiting new officers, does the agency:	Conduct specific outreach to individuals serving in service-oriented, social-work or community-work disciplines?	Yes
4.1	Does the agency:	Collect & analyze data throughout the application process to determine the impact of barriers to entry (e.g., exam fees)?	Yes
4.2	Does the agency:	Review data & revise its application process if disparities or other problematic impacts are detected?	Yes
5.1	Do selection tests & hiring & promotional processes take into consideration:	Communication skills?	Yes
5.2	Do selection tests & hiring & promotional processes take into consideration:	Integrity?	Yes

5.3	Do selection tests & hiring & promotional processes take into consideration:	Service orientation?	Yes
5.4	Do selection tests & hiring & promotional processes take into consideration:	Self-control?	Yes
5.5	Do selection tests & hiring & promotional processes take into consideration:	Values of fairness & empathy?	Yes
5.6	Do selection tests & hiring & promotional processes take into consideration:	Problem-solving skills?	Yes
5.7	Do selection tests & hiring & promotional processes take into consideration:	Emotional intelligence?	Yes
6.1	Before a hiring decision is made, does the agency require police officer applicants to go through a fitness-for-hire process that includes:	A thorough investigation of the applicant's background & personal history?	Yes
6.2	Before a hiring decision is made, does the agency require police officer applicants to go through a fitness-for-hire process that includes:	A validated psychological test (such as the MMPI-II or III)?	Yes
6.3	Before a hiring decision is made, does the agency require police officer applicants to go through a fitness-for-hire process that includes:	A clinical interview by a police-knowledgeable psychologist who receives continuing education in policing psychology?	No
7		If an applicant has prior law enforcement experience, does agency policy require hiring officials to obtain all available disciplinary records?	Yes
8.1	When making promotions, in addition to a written promotional exam, does the agency also consider:	Annual performance evaluations?	Yes
8.2	When making promotions, in addition to a written promotional exam, does the agency also consider:	Education & training?	No
8.3	When making promotions, in addition to a written promotional exam, does the agency also consider:	Disciplinary record?	Yes
8.4	When making promotions, in addition to a written promotional exam, does the agency also consider:	Candidate interview?	Yes
8.5	When making promotions, in addition to a written promotional exam, does the agency also consider:	Job-related scenarios/tabletop exercises?	Yes
9.1	Does the agency's officer evaluation process:	Require formal evaluation, in writing, of all officers at least every two years?	Yes
9.2	Does the agency's officer evaluation process:	Require the evaluation to consider performance, discipline, commendations, & community engagement?	No

9.3	Does the agency's officer evaluation process:	Create goals for the next evaluation period prepared jointly by the evaluator & the person being evaluated?	Yes
10.1	Does the agency have a formalized retention plan? & does that retention plan include:	Specific leadership development opportunities?	No
10.2	Does the agency have a formalized retention plan? & does that retention plan include:	Strategies for the retention of under-represented groups?	No
10.3	Does the agency have a formalized retention plan? & does that retention plan include:	Insights from current staff about their priority needs & concerns?	No
Training & Officer Preparedness			
11.1	Does the agency collect data in a machine-readable way about officer training, including:	Hours of academy training, by subject?	Yes
11.2	Does the agency collect data in a machine-readable way about officer training, including:	Hours of in-service training, by subject, over the last 5 years?	Yes
11.3	Does the agency collect data in a machine-readable way about officer training, including:	Rates of compliance with mandatory training requirements?	Yes
12		Does the agency use scenario-based training & other adult learning techniques throughout its academy & in-service training offerings?	Yes
13.1	In order to update training content, does the agency:	Have a formal procedure for reviewing & revising training content, at least every two years, based on developments in research & scientific evidence?	Yes
13.2	In order to update training content, does the agency:	Have a process for notifying officers in changes to the law in a timely fashion?	Yes
14		Regarding in-service training, does the agency have clear in-service training requirements for all ranks?	Yes
15		Does the agency require officers to complete specialized training through a structured curriculum prior to serving, or as soon as possible after selection, in a specialized unit and/or supervisory position?	Yes
16.1	With regard to field training officers, does the agency:	Use a selection process that substantially relies on factors beyond seniority & volunteering?	Yes
16.2	With regard to field training officers, does the agency:	Have a formal evaluation process?	Yes
Personnel Safety & Wellbeing			
17.1	Does the agency collect data in a machine-readable way about officer safety, including:	Line of duty injuries?	Yes
17.2	Does the agency collect data in a machine-readable way about officer safety, including:	Line of duty fatalities?	Yes

17.3	Does the agency collect data in a machine-readable way about officer safety, including:	Work-related illnesses?	Yes
17.4	Does the agency collect data in a machine-readable way about officer safety, including:	Suicides?	No
18.1	Does the agency have a formal policy:	Requiring seatbelt use?	Yes
18.2	Does the agency have a formal policy:	Requiring wearing ballistic resistant vests?	Yes
18.3	Does the agency have a formal policy:	Restricting driving speed?	Yes
18.4	Does the agency have a formal policy:	Limiting when high-risk driving tactics may/should be used (e.g., running a red light, driving at high speed)?	Yes
19		Does the agency have a policy for assessing compliance with these (18.1-18.4) critical safety precautions & require remedial action in cases of noncompliance?	Yes
20.1	Does the agency provide officers the following safety equipment & train on its appropriate use:	Radio?	Yes
20.2	Does the agency provide officers the following safety equipment & train on its appropriate use:	Reflective vest?	Yes
20.3	Does the agency provide officers the following safety equipment & train on its appropriate use:	Naloxone/Narcan?	Yes
20.4	Does the agency provide officers the following safety equipment & train on its appropriate use:	Individual first aid kit (IFAK)?	Yes
20.5	Does the agency provide officers the following safety equipment & train on its appropriate use:	Tourniquet?	Yes
20.6	Does the agency provide officers the following safety equipment & train on its appropriate use:	Ballistic resistant vest that meets relevant National Institute of Justice standards?	Yes
20.7	Does the agency provide officers the following safety equipment & train on its appropriate use:	N95 mask or equivalent?	Yes
20.8	Does the agency provide officers the following safety equipment & train on its appropriate use:	Needle-resistant gloves?	Yes
21		Does the agency offer confidential access to resources that support an employee's mental health needs, such as access to a trained mental health professional through an EAP or similar program, & encourage its use?	Yes
22		Does the agency provide yearly mandatory suicide prevention training for all personnel?	No
23.1	Does the agency have protocols & procedures in place to:	Train officers on building resilience prior to exposure to trauma?	Yes
23.2	Does the agency have protocols & procedures in place to:	Support the mental health of an officer after exposure to trauma?	Yes

23.3	Does the agency have protocols & procedures in place to:	Conduct mental health screenings of officers at least once every two years?	Yes
23.4	Does the agency have protocols & procedures in place to:	Facilitate peer-to-peer support groups?	No
24		Does the agency incentivize physical fitness for officers, such as subsidized gym membership or time on the clock to exercise?	Yes
Internal Operations & Culture			
25		Does a supervisor's annual performance evaluation consider the performance of officers under the supervisor's command?	Yes
26.1	Does agency policy require:	A review of critical incidents, including major protests and/or demonstrations that result in violence and/or uses of force, for the purpose of learning & improvement (separate from the internal investigations process)?	Yes
26.2	Does agency policy require:	The inclusion in the review process of line staff & other individuals who played meaningful roles in the critical incident?	No
27		Does the agency formally solicit officer & staff feedback?	Yes
28		Does the agency annually review staff grievances & formal complaints trends?	Yes
29		Does the agency conduct exit interviews with individuals who voluntarily separate from employment & review responses for trends?	Yes
30.1	Are formal policies/procedures free of the following barriers to officer accountability, such as:	Imposing a waiting period before a supervisor can informally question an officer following a use of force incident, unless the officer needs immediate medical care or other extenuating circumstances?	Yes
30.2	Are formal policies/procedures free of the following barriers to officer accountability, such as:	Requiring agencies to provide officers suspected of misconduct with access to evidence & witness statements related before agency supervisors can initially question an officer?	Yes
30.3	Are formal policies/procedures free of the following barriers to officer accountability, such as:	Expunging or destroying records of past misconduct from their disciplinary file?	Yes
Resource Efficiency, Sufficiency, & Appropriateness			
31		Does the agency have a crime analysis unit or other mechanism for analyzing crime, deployment, or other agency data?	Yes
32.1	Does the agency report data through:	The National Incident-Based Reporting System (NIBRS) or their state's incident-based reporting system?	Yes
32.2	Does the agency report data through:	The FBI's National Use-of-Force Database?	Yes
32.3	Does the agency report data through:	The Law Enforcement Officers Killed & Assaulted Data Collection program of the FBI's Uniform Crime Reporting Program?	Yes
32.4	Does the agency report data through:	The Office of Justice Program's Deaths in Custody Reporting Act Data Collection?	No

33		Does the agency have a current (updated within the last two years) strategic plan (or equivalent)?	Yes
34		Does the agency use differential responses to calls-for-service in order to maximize its efficiency such as online reporting, telephone reporting, and/or non-sworn response?	Yes
Accountable Policing Pillar			
Transparency & Data			
35.1	Does the agency:	Post its policies online in an easy-to-find manner?	Yes
35.2	Does the agency:	Post its policies using machine-encoded text that is compatible with web browser search functions?	Yes
35.3	Does the agency:	Post its strategic plan online?	Yes
35.4	Does the agency:	Post its policies & strategic plan in the in the major languages (primary language of 15% or more) of the jurisdiction?	Yes
36		Does agency publish data collected in question 32 publicly in a machine readable way?	Yes
37.1	Does the agency publish online, in a single location, information about its disciplinary system, including:	Specific definitions of types of officer misconduct?	Yes
37.2	Does the agency publish online, in a single location, information about its disciplinary system, including:	Levels of misconduct (e.g., minor vs. serious offenses)?	Yes
37.3	Does the agency publish online, in a single location, information about its disciplinary system, including:	Its disciplinary matrix or other description of discipline associated with specific types of misconduct?	Yes
37.4	Does the agency publish online, in a single location, information about its disciplinary system, including:	Standards of officer conduct?	Yes
38.1	Does agency policy regarding data collection, use, retention, & access:	Restrict data access to specific individuals for specific purposes?	Yes
38.2	Does agency policy regarding data collection, use, retention, & access:	Detail redaction procedures for personally identifiable information?	Yes
38.3	Does agency policy regarding data collection, use, retention, & access:	Detail retention processes, & ensure compliance with state guidelines, if applicable?	Yes
39		Does the agency, at least annually, publish online aggregate data about all types of enforcement activity (including stops, searches, citations, arrests, uses of force, etc.), including demographic data of individuals against whom the enforcement action was taken?	No

40		Does the agency, at least annually, publish online aggregate data about complaints received against officers & outcomes of complaint investigations?	Yes
41		Does agency policy require footage of an adverse incident (including from body cameras, dash cameras, & other sources) be made publicly available as soon as possible, but no longer than 30 days after the incident?	Yes
Democratic Governance & Oversight			
42		Does the agency have a community advisory board, or other process, to obtain community input on key policy & procedural issues & changes?	Yes
43.1	Does agency policy (or state/local law) require approval from an authority outside of the agency itself via a public process, prior to:	Spending obtained funds from a source outside of normal local government appropriation (e.g., federal grants, private donations, forfeiture funds)?	No
43.2	Does agency policy (or state/local law) require approval from an authority outside of the agency itself via a public process, prior to:	Acquiring military vehicles or weapons?	Yes
43.3	Does agency policy (or state/local law) require approval from an authority outside of the agency itself via a public process, prior to:	Acquiring surveillance technologies?	No
Officer Accountability & Discipline			
44		Does the agency have a written directive that requires external or independent criminal investigations in cases of officer use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths?	Yes
45.1	Does the agency collect data in a machine-readable way about complaints against officers filed internally & by members of the public including:	Demographic data of complainant(s)?	Yes
45.2	Does the agency collect data in a machine-readable way about complaints against officers filed internally & by members of the public including:	Type of complaint or allegation?	Yes
45.3	Does the agency collect data in a machine-readable way about complaints against officers filed internally & by members of the public including:	Resolution of incident?	Yes
45.4	Does the agency collect data in a machine-readable way about complaints against officers filed internally & by members of the public including:	Time to resolution?	Yes

45.5	Does the agency collect data in a machine-readable way about complaints against officers filed internally & by members of the public including:	Where/how the complaint was filed?	No
46.1	Do agency complaint procedures for members of the public:	Require that the agency document all complaints received, including anonymous & third-party complaints?	Yes
46.2	Do agency complaint procedures for members of the public:	Allow complaints to be made in multiple ways (e.g., online, via phone, & in writing) & at multiple venues outside the agency (e.g., at libraries, churches, other government offices)?	Yes
46.3	Do agency complaint procedures for members of the public:	Require translation & publication of complaint procedures in the major languages (primary language of 15% or more) of the jurisdiction?	Yes
47.1	Does agency policy for public complaints include minimum requirements for complaint investigations, including:	Interviewing the complainant?	Yes
47.2	Does agency policy for public complaints include minimum requirements for complaint investigations, including:	Interviewing the officer(s)?	Yes
47.3	Does agency policy for public complaints include minimum requirements for complaint investigations, including:	Identifying & interviewing witnesses?	Yes
47.4	Does agency policy for public complaints include minimum requirements for complaint investigations, including:	Reviewing body camera and/or dash camera footage, if available?	Yes
47.5	Does agency policy for public complaints include minimum requirements for complaint investigations, including:	Establishing reasonable timelines for the adjudication process?	Yes
47.6	Does agency policy for public complaints include minimum requirements for complaint investigations, including:	Ensuring periodic, consistent communication with complainant to advise them of status?	Yes
48		Does the agency have a formal process (internal or external) to audit the quality & results of complaint investigations?	Yes
49.1	Do agency internal complaint procedures:	Contemplate protection of the complainant from retaliation, through such measures as temporary reassignment?	Yes
49.2	Do agency internal complaint procedures:	Require that the agency document all complaints received?	Yes
49.3	Do agency internal complaint procedures:	Require thorough investigation of all complaints received?	Yes
49.4	Do agency internal complaint procedures:	Establish reasonable timelines for the adjudication process?	Yes

49.5	Do agency internal complaint procedures:	Ensure periodic, consistent communication with complainant to advise them of status?	Yes
50		Does the agency use a disciplinary matrix, or other clear description of the repercussions associated with specific types of misconduct, & does agency educate officers about the matrix?	Yes
51		Does the agency have a formal procedure for sharing all impeachment evidence about its officers with the prosecutor's office, including sustained internal affairs investigations, arrests, & convictions?	Yes
52.1	Does the agency:	Formally track instances in which officers failed to comply with their duty to disclose all relevant evidence?	Yes
52.2	Does the agency:	Formally track instances in which officers provided inaccurate or untruthful information in written documents or courtroom testimony?	Yes
52.3	Does the agency:	Remove from all interactions with the public & from report writing any officer found to have violated law or agency policy that demonstrates dishonesty or bias?	No
53		Does the agency preserve officer disciplinary records for at least three years after the end of that officer's employment with the agency?	Yes
Just Policing Pillar			
Use Of Force			
54.1	Does the agency's use of force policy:	Explicitly prioritize the sanctity of human life?	Yes
54.2	Does the agency's use of force policy:	Authorize officers to use force only to effect a lawful objective?	Yes
54.3	Does the agency's use of force policy:	Clearly define different levels of force & when they are appropriate?	Yes
54.4	Does the agency's use of force policy:	Authorize officers to use the lowest level of force necessary to achieve their lawful objective when there are no reasonable alternatives available?	Yes
54.5	Does the agency's use of force policy:	Require officers continually assess if there is another, less injurious option available that will achieve the same objective?	Yes
54.6	Does the agency's use of force policy:	Address officer provocation & resulting uses of force?	Yes
55.1	Does the agency's use of force policy prohibit use of:	Force against anyone restrained, passively resisting, or resisting verbally?	No
55.2	Does the agency's use of force policy prohibit use of:	Chokeholds & carotid restraints unless the use of deadly force is authorized by law?	Yes
55.3	Does the agency's use of force policy prohibit use of:	Deadly force against individuals who pose a danger only to themselves.	Yes
56.1	Does agency policy require that a supervisor immediately respond to any scene:	Where a weapon (including a firearm, edged weapon, rocks, or another improvised weapon) is reported?	No

56.2	Does agency policy require that a supervisor immediately respond to any scene:	Where persons experiencing mental health crises are reported?	No
56.3	Does agency policy require that a supervisor immediately respond to any scene:	Where a dispatcher or other member of the department believes there is potential for significant use of force?	No
57.1	Does the agency's vehicle-pursuit policy include clear requirements that:	To engage in a pursuit, officers must have probable cause to believe that the person poses a significant imminent threat of death or serious physical injury to others such that, under the circumstances, the public safety risks of failing to apprehend or identify the person are considered to be greater than the inherent risk of pursuit driving?	No
57.2	Does the agency's vehicle-pursuit policy include clear requirements that:	Officers in pursuits activate emergency lights & use their sirens to warn others of the emergency nature of the situation?	Yes
57.3	Does the agency's vehicle-pursuit policy include clear requirements that:	Officers cease pursuit when the risk of pursuit driving outweighs the need to stop the eluding driver?	Yes
57.4	Does the agency's vehicle-pursuit policy include clear requirements that:	Supervisors approve & monitor all pursuits?	Yes
57.5	Does the agency's vehicle-pursuit policy include clear requirements that:	Officers end any pursuit when ordered to do so?	Yes
58.1	Does the agency:	Train officers on use of force policies & prohibitions, at least annually, using scenario-based training?	Yes
58.2	Does the agency:	Include de-escalation as a significant component of training content, including training on de-escalation tactics?	Yes
59.1	Does the agency:	Require officers to intervene when they witness another agency member engaging in conduct that violates law or department policy?	No
59.2	Does the agency:	Train officers on effective peer-to-peer intervention?	Yes
59.3	Does the agency:	Require officers to intervene & report when they witness another agency member engaging in conduct that violates the law or department policies that are categorized as more serious violations within the agency's disciplinary matrix (to always include sexual or other harassment & excessive force)?	No
60		Does the agency have a written directive that requires its members to provide medical care within the capacity of their training, as soon as practicable, to any recipient of force or other law enforcement action resulting in injuries?	Yes
61.1	Does agency policy require:	Officers report all uses of force within a specific, reasonable timeframe, such as by the end of their shift?	Yes
61.2	Does agency policy require:	A structured factual inquiry into all uses of force?	Yes

61.3	Does agency policy require:	The level of supervisory review of uses of force increase commensurate with the severity of force used, & severity of any resulting injury?	Yes
61.4	Does agency policy require:	Supervisors regularly review reports by those they supervise to ensure their reports are accurate, sufficiently detailed, & not relying on boilerplate language?	Yes
61.5	Does agency policy require:	Audit this officer & supervisor reporting process internally through a supervisory or other review such as internal affairs, or through an external auditor, at least every two years?	Yes
62.1	Does the agency collect data in a machine-readable way about every use of force, including:	Type of force used?	Yes
62.2	Does the agency collect data in a machine-readable way about every use of force, including:	Geographic location (district/precinct-level if possible)?	Yes
62.3	Does the agency collect data in a machine-readable way about every use of force, including:	Demographics (age, race/ethnicity, gender) of individual against whom force was used?	Yes
63.1	Does the agency utilize use of force data to:	Identify officers in need of remedial training through a use of force dashboard or other mechanism?	Yes
63.2	Does the agency utilize use of force data to:	Inform agency-wide training needs?	Yes
63.3	Does the agency utilize use of force data to:	Inform agency policy changes?	Yes
Stops, Searches, & Seizures			
64.1	Does agency policy governing stops, searches, & seizures:	Include clear guidance on when stops, searches, & seizures are lawful & necessary?	Yes
64.2	Does agency policy governing stops, searches, & seizures:	Limit consent searches to situations in which an officer has reasonable suspicion to believe they will find evidence of a serious crime or circumstances that involve a threat to public safety?	No
64.3	Does agency policy governing stops, searches, & seizures:	Require an officer intending to conduct a consent search to obtain written (or on-camera with audio, if wearing a body-worn camera) acknowledgement of a person's right to refuse, & of their consent to search?	Yes
65.1	Does the agency have a formal policy governing strip & body cavity searches including:	Procedures & requirements for conducting strip & body cavity searches with & without a warrant?	Yes
65.2	Does the agency have a formal policy governing strip & body cavity searches including:	Provisions for privacy & search by, gender or gender identity & gender expression?	Yes
65.3	Does the agency have a formal policy governing strip & body cavity searches including:	Provisions for requiring all searches be conducted by medically trained personnel?	No
65.4	Does the agency have a formal policy governing strip & body cavity searches including:	Provisions for circumstances involving juveniles?	No

65.5	Does the agency have a formal policy governing strip & body cavity searches including:	Reporting requirements?	Yes
66.1	If the agency permits pretextual enforcement actions, does agency policy:	Restrict its use to investigations of specific, serious offenses?	No
66.2	If the agency permits pretextual enforcement actions, does agency policy:	Require officers to articulate specific facts to support the belief that the target of the pretextual enforcement action may have been involved in the specific, serious offense?	No
67		Does the agency prohibit the use of no-knock warrants?	No
68.1	Does agency policy require officers, when engaging in enforcement actions, to:	Identify themselves & the reason for the action?	Yes
68.2	Does agency policy require officers, when engaging in enforcement actions, to:	Provide their name & ensure their nameplate & badge are clearly visible on their outermost garment when working in a non-undercover capacity?	Yes
68.3	Does agency policy require officers, when engaging in enforcement actions, to:	Treat community members in a procedurally just manner?	No
69.1	Does agency training emphasize the concepts of procedural justice & fairness when interacting with members of the public, including:	Procedural justice & its impact on police legitimacy?	Yes
69.2	Does agency training emphasize the concepts of procedural justice & fairness when interacting with members of the public, including:	Empathy in public interactions?	Yes
69.3	Does agency training emphasize the concepts of procedural justice & fairness when interacting with members of the public, including:	Effective & strategic communication skills?	Yes
70.1	Does the agency:	Require officers report all stops, searches, arrests, & citations?	Yes
70.2	Does the agency:	Require direct supervisors to review incident reports & warrant applications regularly to ensure officers are accurately & appropriately including sufficient detail, & not relying on boilerplate language?	Yes
70.3	Does the agency:	Audit this process internally through a supervisory or other review such as internal affairs, or through an external auditor?	Yes
71		If the agency uses body worn cameras and/or dash cameras, do supervisors periodically review footage to assess whether individual officers' interactions with individuals are procedurally just?	No
72.1	Does agency collect data in a machine-readable way about all enforcement actions (stops, searches, arrests, & citations) & does that data include:	Type of interaction?	Yes

72.2	Does agency collect data in a machine-readable way about all enforcement actions (stops, searches, arrests, & citations) & does that data include:	Geographic location of the interaction (district/precinct-level if possible)?	Yes
72.3	Does agency collect data in a machine-readable way about all enforcement actions (stops, searches, arrests, & citations) & does that data include:	Reason for the interaction, as well as other contextual information?	Yes
72.4	Does agency collect data in a machine-readable way about all enforcement actions (stops, searches, arrests, & citations) & does that data include:	Demographic information of the person against whom the interaction was taken (including race, ethnicity, age, gender)?	Yes
72.5	Does agency collect data in a machine-readable way about all enforcement actions (stops, searches, arrests, & citations) & does that data include:	Result/outcome of the interaction?	Yes
First Amendment			
73.1	Does agency policy regarding responses to protests & mass demonstrations:	Describe how the agency will respond while emphasizing the values of free expression, public safety, & de-escalation?	Yes
73.2	Does agency policy regarding responses to protests & mass demonstrations:	Require communication with event organizers & informal leaders in advance to discuss cooperation, make clear which behaviors will result in enforcement actions, & maintain this communication during protests?	Yes
73.3	Does agency policy regarding responses to protests & mass demonstrations:	Restrict the use of pepper spray & similar weapons to situations in which the weapon can be deployed in a targeted manner against an individual that is actively resisting arrest, or when it is a necessary & proportionate defensive tactic?	Yes
73.4	Does agency policy regarding responses to protests & mass demonstrations:	Use a tiered response that increases the level of engagement & strength of response in proportion to actual or imminent conditions on the ground?	Yes
74.1	Does agency training address:	First Amendment rights & protected activity, & ways to avoid interfering with same?	Yes
74.2	Does agency training address:	Demonstration response, including strategies for de-escalation when interacting with antagonistic protestors & how to protect individual rights?	Yes
75		Does agency policy expressly acknowledge the right of the public to observe & record the actions of officers?	Yes
Investigative Procedures			
76		For each surveillance technology used by its officers & controlled by the department, does the agency collect data on how often the technology is used, on whom, for what types of crime, & whether/what enforcement action resulted?	No

77.1	Does the agency have a policy for each surveillance technology used by its officers & controlled by the department, including the following elements:	The purposes for which the technology may be used, including a requirement that it may be used only when necessary for criminal investigations or other valid police purposes?	No
77.2	Does the agency have a policy for each surveillance technology used by its officers & controlled by the department, including the following elements:	A prohibition against the use of the technology to target individuals based on a protected trait or characteristic?	No
77.3	Does the agency have a policy for each surveillance technology used by its officers & controlled by the department, including the following elements:	Transparency around what data is collected, how long it is retained, & with whom it can be shared?	No
77.4	Does the agency have a policy for each surveillance technology used by its officers & controlled by the department, including the following elements:	Controls over access to data (e.g., requirements before an officer may access sensitive data, such as PII or location data)?	No
77.5	Does the agency have a policy for each surveillance technology used by its officers & controlled by the department, including the following elements:	Restrictions on use to authorized users who have received proper training?	No
78		Does the agency conduct annual audits of its use of each surveillance technology to ensure compliance with applicable laws & agency policy?	Yes
79.1	Does agency policy regarding the engagement, approval, & accountability of confidential sources:	Restrict use of confidential sources only to when necessary for a criminal investigation?	Yes
79.2	Does agency policy regarding the engagement, approval, & accountability of confidential sources:	Require supervisory approval?	Yes
79.3	Does agency policy regarding the engagement, approval, & accountability of confidential sources:	Require another officer or supervisor be present whenever possible during meetings with confidential sources?	Yes
79.4	Does agency policy regarding the engagement, approval, & accountability of confidential sources:	Require vetting at least annually?	Yes
79.5	Does agency policy regarding the engagement, approval, & accountability of confidential sources:	Require all conversations with sources be recorded or otherwise documented as contemporaneously as possible?	Yes
79.6	Does agency policy regarding the engagement, approval, & accountability of confidential sources:	Establish clear boundaries regarding the involvement of the source in criminal activity & the extent to which it is permissible?	Yes
79.7	Does agency policy regarding the engagement, approval, & accountability of confidential sources:	Ban the use of juvenile informants, or at least require parental consent?	Yes
80.1	Does agency policy require officers-in all cases-to:	Inform suspects in custody of their right to refrain from speaking with officers?	Yes
80.2	Does agency policy require officers-in all cases-to:	Inform suspects in custody of their right to counsel?	Yes

80.3	Does agency policy require officers-in all cases-to:	Video record the entire process of questioning suspects, including any waiver by the suspect of Miranda rights?	Yes
81		Are officers trained in appropriate techniques for questioning victims, witnesses, & suspects, including the use of open-ended questioning, trauma-informed techniques, & preventing false confessions?	Yes
82		Does agency policy require that photo arrays & lineups be blind or blinded?	No
83.1	Are officers trained on:	Effective evidence collection, analysis, & retention practices?	Yes
83.2	Are officers trained on:	Brady & an officer's obligation to disclose all relevant evidence, including exculpatory & impeachment information, to prosecutors?	Yes
83.3	Are officers trained on:	Providing accurate, truthful, & relevant courtroom testimony?	Yes
Effective Policing Pillar			
Community Engagement & Policing			
84.1	Do the agency's plans related to community engagement:	Describe mechanisms for broadly engaging all community groups?	Yes
84.2	Do the agency's plans related to community engagement:	Include specific strategies for reaching communities that experience high enforcement & crime?	Yes
84.3	Do the agency's plans related to community engagement:	Address how the agency receives & addresses community feedback?	Yes
84.4	Do the agency's plans related to community engagement:	Reflect input from a diverse group of community members & organizations?	Yes
85.1	Is community policing the agency's fundamental operational approach to patrol, & the responsibility of all patrol officers, as demonstrated by:	Officers being assigned consistently to a specific beat & given the opportunity to get to know the people living & working within it?	Yes
85.2	Is community policing the agency's fundamental operational approach to patrol, & the responsibility of all patrol officers, as demonstrated by:	The inclusion of community policing & engagement in academy, in-service, & field training?	Yes
85.3	Is community policing the agency's fundamental operational approach to patrol, & the responsibility of all patrol officers, as demonstrated by:	Patrol officers having "out of service/off the radio" dedicated time for positive, non-enforcement contacts with communities?	Yes
86.1	When the agency hosts formal meetings with communities, does it ensure:	The meeting is in a neutral location (i.e. not at a police station)?	Yes
86.2	When the agency hosts formal meetings with communities, does it ensure:	The location is accessible?	Yes
86.3	When the agency hosts formal meetings with communities, does it ensure:	Communities are engaged in setting the agenda & given opportunity to introduce new topics for discussion?	Yes
86.4	When the agency hosts formal meetings with communities, does it ensure:	The meeting is advertised to communities most impacted by police activities, & other groups not likely to proactively engage the police?	Yes

87.1	Does the agency train & educate officers on:	Cultural competency in the racial & ethnic groups of the jurisdiction?	Yes
87.2	Does the agency train & educate officers on:	The history of policing's role, both good & bad, particularly within the context of their local communities?	Yes
88		Does the agency have a policy that requires employees to provide aids & services to ensure effective communication with people who are deaf or hard of hearing?	Yes
Other Policing & Response Strategies			
89.1	Does the agency collect data in a machine-readable way about crime & police responses, including:	Clearance rates across districts & crime types?	Yes
89.2	Does the agency collect data in a machine-readable way about crime & police responses, including:	Response times across districts & call types?	Yes
89.3	Does the agency collect data in a machine-readable way about crime & police responses, including:	Time off radio for patrol officers to engage communities, across districts?	No
90.1	Do agency plans related to preventing & addressing crime:	Engage communities, government agencies with a role in public safety, & businesses as partners in crime prevention strategies?	Yes
90.2	Do agency plans related to preventing & addressing crime:	Consult scientific evidence, such as peer reviewed publications and/or crimesolutions.gov ?	Yes
90.3	Do agency plans related to preventing & addressing crime:	Consider social costs & possible disparate impacts of strategies?	Yes
91		Does the agency have ready access to current, reliable data about crime & enforcement activity, & do supervisors use this information to inform & direct their personnel?	Yes
92.1	Does the agency encourage officers to identify chronic problems & use problem-oriented methods to respond to such problems by:	Giving officers time to engage in problem-oriented policing?	No
92.2	Does the agency encourage officers to identify chronic problems & use problem-oriented methods to respond to such problems by:	Providing officers with specific guidance (such as policies, guidelines, or training) on how to conduct problem-oriented policing?	No
92.3	Does the agency encourage officers to identify chronic problems & use problem-oriented methods to respond to such problems by:	Tracking ongoing & completed problem-oriented policing projects & interventions?	No
93		Does the agency have formal partnerships with community & faith-based organizations in order to promote community violence prevention or related public safety services?	Yes
94		Does the agency have a policy that structures officer discretion & encourages appropriate use of informal, non-enforcement responses to minor offenses?	Yes

95.1	Does the agency adjust staffing & assignments based on:	Calls for service data?	Yes
95.2	Does the agency adjust staffing & assignments based on:	Response times to priority incidents?	Yes
95.3	Does the agency adjust staffing & assignments based on:	Crime trends?	Yes
95.4	Does the agency adjust staffing & assignments based on:	Community needs?	Yes
Individuals in Crisis/Susceptible To Victimization & Abuse			
96		Do all officers receive specialized training in dealing with mental & behavioral health crises, substance use disorder, & stabilization of individuals experiencing a drug overdose, such as Crisis Intervention Team (CIT) training?	Yes
97.1	Does the agency partner with social service providers in order to:	Support co-response or alternative response models for individuals in crisis?	Yes
97.2	Does the agency partner with social service providers in order to:	Develop interventions for individuals who frequently come into contact with the criminal justice & other public systems, with the goal of improving long-term outcomes for those individuals?	Yes
98		Does the agency maintain a list of & direct people to available social service resources in the jurisdiction to support non-enforcement responses?	Yes
99		Does the agency train officers on positive ways to interact with individuals who are particularly susceptible to criminal victimization and/or police abuse (such as LGBTQIA+, immigrant, juvenile, & unhoused individuals)?	Yes
100		Does the agency make specific efforts to proactively engage individuals who are particularly susceptible to criminal victimization or police abuse (such as LGBTQIA+, immigrant, juvenile, & unhoused individuals) for the purposes of understanding & responding to their public safety needs?	Yes

Agency Comments

On April 12, 2024, we sent a draft copy of this report to the Metropolitan Police Department (MPD) for review and written comment. MPD responded with comments on June 13, 2023. Agency comments are included here in their entirety.



**GOVERNMENT OF THE DISTRICT OF COLUMBIA
METROPOLITAN POLICE DEPARTMENT**

May 30, 2024

Kathleen Patterson
District of Columbia Auditor
Office of the District of Columbia Auditor
717 14th Street, NW, Suite 900
Washington, DC 20005

Dear Ms. Patterson,

Thank you for providing the Metropolitan Police Department (MPD) with an opportunity to review the draft Office of the District of Columbia Auditor (ODCA) report concerning the SAJE Assessment. MPD appreciates the hard work and diligent effort by you, your staff, and the Policing Project at the New York University School of Law in conducting this assessment. Thank you for being a partner in our public safety mission of providing the best service to our community.

Pillar 1: Sound Policing

MPD appreciates the recognition of our multi-year effort to recruit a diverse workforce, as well as our efforts to provide the highest quality of training to our members to ensure they are prepared to face a variety of situations in the field. In addition, we have made a concerted effort to expand and enhance how we support and advance the well-being of our team.

With respect to the identified areas of improvement, please see MPD's responses below:

- *MPD has no formalized retention plan. Considering the current recruitment and retention crisis in policing, the department should prioritize creating and implementing a retention plan that includes support for leadership development opportunities, strategies for the retention of under-represented groups, and insights from current staff about their needs and concerns (and how best to address them).*

MPD employs a number of different strategies to retain its members, which we will use to develop a more formalized plan. Each year, MPD offers the Police Officer Retention Program, which provides support to selected sworn members who have pursued, or who are pursuing, higher education while also providing incentives to members to remain with the Department. In addition, MPD recently implemented an additional retention bonus for members who have served at least five years with the Department.

MPD has implemented other initiatives to also encourage members to stay with the agency, including leadership development training opportunities and a robust wellness program. Below is a list of leadership programs that MPD members participate in (descriptions of each program are attached):

- DC Police Leadership Academy
- 21st Century Police Leadership
- University of Virginia Bachelor's Degree Completion Program
- Police Executive Research Forum (PERF) Senior Management Institute for Police
- Naval Postgraduate School Programs (i.e., Executive Leadership, Master's Degree, Emergence Program, Executive Education Program)
- Metropolitan Washington Council of Governments National Capital Region Leadership Training Seminar
- Major Cities Chiefs Association Police Executive Leadership Institute (PELI)
- FBI National Academy
- FBI National Executive Institute
- DC Government Certified Public Manager Program
- DC Government Executive Leadership Program
- University of Chicago Crime Lab Policing Leadership Academy
- Georgetown Law Center Police for Tomorrow Fellowship Program

MPD's Employee Well-being Office (EWBO) provides education, programs, and services for all MPD members.¹ The EWBO maintains a wellness website and publishes a newsletter to promote the many resources available to members, and the office also oversees MPD's Chaplain Corps.

All of these programs that support professional development and wellness have been identified as key issues to support retention.

- *MPD does not collect data on officer suicides nor is suicide prevention training mandated. The department may want to consider specifically tracking officer suicide as a cause of death, and analyze relevant data related to these incidents including assessments of exposure to trauma through critical incidents, health and wellness data, and officer performance. The department may also want to consider reporting this data through the FBI's recently established Law Enforcement Suicide Data Collection database. The department also might want to mandate suicide prevention training to ensure all officers are provided important mental health and wellness techniques.*

Suicide has a profound impact on not only families, but also friends and colleagues. MPD will implement a mechanism to formally track these events and will review as part of our wellness programming.

With respect to resources and training, MPD's Employee Well-being Office has a website on our internal intranet that contains numerous mental health and suicide prevention resources, including a link to the 988 Lifeline website. Since April 2023, the Office has been regularly distributing printed materials across the Department that also promote these resources. The materials are posted in employee break rooms and

¹ For information about MPD's Employee Well-being Office, please visit: <https://mpdc.dc.gov/page/employee-well-being-office-ewbo>.

roll call rooms. Presentations made to cadets, recruits, sworn and professional staff each contain information on suicide prevention and specifically highlight 988 and other national and Department resources.

During Suicide Prevention Month last year, our Director of Employee Well-being Support sent out a departmentwide message to raise awareness and share suicide prevention resources. In 2024, an online asynchronous one-hour Professional Development Training module will be released. This module, developed by the Employee Well-being Office, contains information on suicide prevention, in addition to information on stress and trauma.

MPD also offered a voluntary suicide prevention training opportunity with LivingWorks safeTALK in September 2022, with 126 members completing this training. The training was a half-day, in-person skill development training. Participants learned how to recognize and engage a person who might be having thoughts of suicide, to confirm if thoughts of suicide are present, and to move quickly to connect the person with helpers who know how to complete the helping process.

Pillar 2: Accountable Policing

MPD values transparency and accountability, and to this end, we post a significant amount of information about our operations on our website for the public to access. We have also developed sophisticated databases to track our administrative investigations. We appreciate the acknowledgement of these efforts in the assessment.

With respect to the identified areas of improvement, please see MPD's responses below:

- *While MPD publishes aggregate data about enforcement activity (including stops, searches, citations, arrests, etc.) online, the last use of force data published is from 2022. The department should consider ensuring that important data such as use of force is published online at least annually and in a timely fashion. This would increase the department's democratic accountability to the DC community.*

MPD experienced some delays in publishing the 2022 Use of Force data due to changes in personnel, but this data is now available on our website.² In addition, MPD's 2022 Annual Report does contain some UOF data related to firearms discharges (see page 32).³

The Department will soon begin working on the 2023 UOF data for publishing. MPD typically waits until mid-year to pull the UOF data to ensure as many of the cases can be closed as possible prior to posting.

² 2022 MPD Use of Force Data available at: <https://mpdc.dc.gov/node/1582621>.

³ 2022 MPD Annual Report:

https://mpdc.dc.gov/sites/default/files/dc/sites/mpdc/publication/attachments/AR_2022_lowres.pdf.

Pillar 3: Just Policing

MPD appreciates the recognition in this assessment related to our efforts to protect First Amendment activities and train our members in constitutional policing.

With respect to the identified areas of improvement, please see MPD's responses below:

- *MPD does not require supervisors to report to a scene where a weapon or persons experiencing mental health crises are reported, or where a dispatcher or other member of the department believes there is potential for significant use of force. The department should consider requiring supervisors to attend such scenes due to the high potential for volatility.*

MPD supervisors are responsible for responding to several types of serious incidents, including all assaults involving a gun or serious injury, robberies, domestic violence incidents, fires, scenes where a member is alleging assault on a police officer, and others as determined by the Watch Commander.⁴ However, there are no current plans to do so for all calls with a mental or behavioral health nexus. First, it is not feasible with our current staffing numbers and high proportion of calls involving individuals with behavioral health needs. Moreover, while having a supervisor on scene may be helpful in these situations, we are not aware of this being a best practice or even an emerging practice.

For the past three to four years, MPD and the DC Department of Behavioral Health have worked collaboratively to identify and implement strong practices that support individuals with chronic and crisis behavioral health issues and the communities in which they live. To that end, MPD has hired a dedicated behavioral health professional to focus on the issue, and we have worked on research with other jurisdictions and technical assistance from the Kennedy School of Government and the Council of State Governments. We have established alternative dispatch to 911 calls and a Co-Response Team. We have provided all full-duty MPD members with either Crisis Intervention or Mental Health First Aid for First Responders, both based on known models. In all of this work, having supervisors respond to mental health calls has not been raised as a best practice.

- *While MPD does require officers to intervene in inappropriate uses of force and report policy violations, officers are not required to intervene when they witness another agency member engaging in conduct that violates departmental policy. The department is currently considering revising General Order 201.26 (Duties, Responsibilities, and Conduct of Members of the Department) to include a broader policy requirement to intervene in misconduct. We encourage MPD to add this policy language.*

⁴ MPD General Order 101.09 – Duties and Responsibilities of Sworn Officials.
https://go.mpdconline.com/GO/GO_101_09.pdf

In 2023, all MPD officers were required to complete the Active Bystandership for Law Enforcement (ABLE) training, delivered by Georgetown Law School, as part of their annual professional development training. Incoming recruit officers are also required to complete this training.

In addition, we are revising our “code of conduct” policy, General Order 201.26 (Duties, Responsibilities, and Conduct of Members of the Department), and have discussed incorporating a broader policy requirement to intervene in misconduct. This would supplement our existing requirement in General Order 201.26 to immediately report any violations of MPD rules and regulations committed by another member to a supervisor,⁵ as well as reinforce the ABLE training.

Finally, MPD members who “fail to intervene to prevent harmful conduct that would harm others or violate law or policy” are subject to discipline. This is considered serious misconduct and the presumptive penalty for a sustained allegation is suspension of 11-30 days.⁶

- *MPD does not limit consent searches to situations in which an officer has reasonable suspicion to believe they will find evidence of a serious crime or circumstances that involve a threat to public safety. There is ample evidence that searches limited to reasonable suspicion are far more productive and that over-reliance on consent searches tend to lead to racial disparities.*

MPD’s stops are limited to those in which an officer has reasonable articulable suspicion of a crime, and therefore consent searches are similarly limited. In 2023, only 1% of stops included a consent search.

Prior to conducting a consent search, members are required to:

- a. Explain, using plain and simple language delivered in a calm demeanor, that the subject of the search is being asked to voluntarily, knowingly, and intelligently consent to a search;
- b. Advise the subject that a search will not be conducted if the subject refuses to provide consent to the search and that the subject has a legal right to decline to consent to the search;
- c. Obtain consent to search without threats or promises of any kind being made to the subject;
- d. Confirm that the subject understands the information communicated by the member; and
- e. Use interpretation services when seeking consent to conduct a search of a person who cannot adequately understand or express themselves in spoken or written English or is deaf or hard of hearing.⁷

⁵ MPD General Order 201.26 – Duties, Responsibilities, and Conduct of Members of the Department. https://go.mpdconline.com/GO/GO_201_26.pdf

⁶ MPD General Order 120.21 – Sworn Employee Discipline. https://go.mpdconline.com/GO/GO_120_21.pdf

⁷ MPD General Order 702.02 – Warrantless Searches. https://go.mpdconline.com/GO/GO_702_02.pdf

In addition, the Mayor pioneered the city's adoption of a body-worn camera policy. Body-worn cameras are required to be on for all consent searches. We believe this is a critical tool in ascertaining the facts in any given interaction and providing accountability both for potential complainants and members accused of impropriety.

Lastly, for reasons described in greater detail below, the Department does not agree that police work should be limited just to "serious" offenses. DC communities want police to support their quality of life by paying attention to crimes against the community.

- *MPD does not have restrictions on pretextual stops. We suggest restricting such stops to investigations of specific, serious offenses. Officers also should be required to articulate specific facts to support the belief that the target of the pretextual action may have been involved in the specific, serious offense. Again, suspicion-based searches are more productive and avoid the racial disparities and other harms around pretextual searches.*

MPD disagrees with this recommendation. Law enforcement officers are permitted to conduct a stop if the member has reasonable suspicion that an individual has committed, is committing, or is about to commit any crime, for the purpose of determining whether or not probable cause exists to arrest.⁸ To ensure these stops are lawful and constitutional, MPD officers receive training on the 4th Amendment and constitutional policing. This training has been developed in consultation with the US Attorney's Office to ensure it reflects current case law. MPD policy requires officers to not only have reasonable articulable suspicion in order to conduct a stop, but also to document it.

Some additional context on this issue may be helpful. For one, MPD has a good track record in using its discretion appropriately. For example, approximately six of every ten stops conducted by MPD have been traffic stops. Advocates sometimes characterize traffic stops for equipment violations as pretextual. MPD does not agree that is the case for our department, but our practices may be different than other jurisdictions. In Philadelphia, according to numerous accounts in the media, laws around traffic enforcement were changed when a study indicated that 97% of traffic stops were for minor violations. In contrast, over the past three years, approximately 6% of MPD's stops were due to equipment violations. More than seven out of ten traffic stops are for moving violations. (Other frequent reasons include a traffic crash or a call for service.)

As for non-traffic stops, DC communities want police to support their quality of life by paying attention to crimes against the community. For example, most people would agree that drinking or consuming marijuana in public are not "serious" offenses, but that does not mean they want police to turn a blind eye to the activity. MPD has struck an appropriate balance by addressing people who are offending, but not necessarily

⁸ MPD General Order 304.10 – Field Contacts, Stops, and Protective Pat Downs.
https://go.mpdconline.com/GO/GO_304_10.pdf

arresting anyone. For more than a decade, training around disorderly conduct offenses has focused on alternatives to arrest, such as mediation or education. More recently, DC has opened a 24/7 Stabilization Center at 35 K Street, NE, that allows for voluntary short-term treatment for alcohol or other substance abuse and connects people with services. All of these useful interventions may be preceded by a police stop.

- *MPD has no specific requirements for strip and body cavity searches for juveniles. The department should consider adding this language to policy considering the increased vulnerability of this population.*

MPD is not aware of this issue being raised as a concern in the past, for instance in any lawsuits or disciplinary cases. In fact, MPD’s policy, General Order 305.01 (Interacting with Juveniles), was developed in collaboration with the Attorney General of the District of Columbia to reflect best and emerging practices, and requires that members “shall make every effort to protect and secure the health and welfare of juveniles...”⁹ We will examine the issue further to identify current best practices and whether there should be changes to our current policies and/or practices.

- *MPD policy does not prohibit no-knock warrants. While MPD states they do not use no-knock warrants, they may wish to articulate this position specifically in policy.*

While not explicit in policy, it is MPD’s long-standing practice to not conduct no-knock warrants. MPD will consider drafting a policy to formalize what is already the current practice.

- *MPD does not have a policy for each surveillance technology used by its officers, nor do they collect data on how often the technology is used, on whom, for what types of crime, and whether an enforcement action resulted. MPD should consider creating a specific policy for each surveillance technology and collect data to facilitate auditing.*

While MPD may not have a specific policy for each surveillance technology, it does have policies for the following:

- License Plate Reader Program – General Order 303.09¹⁰
- Closed Circuit Television Cameras – General Order 603.07¹¹

For other technologies that may not have a specifically tailored policy, MPD’s general policies related to misuse of Department resources would still apply. In addition, the use of any tools must also comply with constitutional standards.

With respect to reporting their use, MPD’s annual reports contain data on the use of CCTV in the District, including each time the CCTV system was activated (with the

⁹ MPD General Order 305.01 – Interacting with Juveniles. https://go.mpdconline.com/GO/GO_305_01.pdf

¹⁰ MPD General Order 303.09 – License Plate Reader Program. https://go.mpdconline.com/GO/GO_303_09.pdf

¹¹ MPD General Order 603.07 – Closed-Circuit Television Cameras. https://go.mpdconline.com/GO/GO_603_07.pdf

date, times the system was activated and deactivated, and the type of event).¹² We believe that technology plays a critical role in deterring, detecting, and solving crimes. At the same time, MPD is committed to employing technology in a constitutional manner that respects the privacy of individuals.

- *MPD should consider double-blinding physical lineups. The department already requires double-blinding of photo arrays and photo lineups.*

Due to the advancements in technology, MPD has not routinely conducted physical lineups in many years. Again, our practices for lineups, when they are used, are in line with constitutional requirements. When revising the policy, we focused on the photo arrays/lineups since that is what we were using in practice, but we can consider adding a double-blind recommendation to our policy in the event that a judge orders us to conduct a lineup.

Pillar 4: Effective Policing

MPD performed well in this section and is appreciative of the recognition for our efforts related to community engagement and dealing with individuals in crisis/susceptible to victimization.

With respect to the identified areas of improvement, please see MPD's responses below:

- *MPD does not have policies, guidelines, or training in problem-oriented policing (POP). They also do not give officers dedicated time to engage in POP. The department states that the Mayor's Office of Community Relations and Services (MOCRS) is responsible for coordinating teams to address chronic problems. We encourage MPD to rethink this strategy as POP has a strong evidence base and has been shown to be one of the most effective methods to reduce crime. Without training and time to engage in POP, patrol officers are without one of the strongest tools in their arsenal – the ability to actively try to solve crime problems rather than just react to the harmful consequences of problems.*

While MPD does not employ the traditional version of problem-oriented policing (POP), we do use elements of it in various initiatives that focus on areas with the highest levels of homicides or violent crimes, such as our past summer/fall crime initiatives and our current Operation THRIVE (Targeted Homicide Reduction through Intervention and Violence Elimination). These initiatives provide a whole-of-government approach to crime. Implementing POP throughout DC would be resource intensive for the Department and partner agencies. With our current staffing levels, we have focused on those areas that drive our violent crime for increased engagement.

¹² For example, see 2022 MPD Annual Report, Appendix A:
https://mpdc.dc.gov/sites/default/files/dc/sites/mpdc/publication/attachments/AR_2022_lowres.pdf

In closing, MPD would like to thank the Auditor for this opportunity to review the draft report and provide a response. The assessment highlights many of MPD's strengths and acknowledges our efforts in many areas. The recommendations also provide an opportunity for us to examine our practices to identify areas for improvement.

Please do not hesitate to contact us if you have any further questions.

Sincerely,

A handwritten signature in black ink that reads "Pamela A. Smith". The signature is written in a cursive, flowing style.

Pamela A. Smith
Chief of Police

MPD Professional Development Opportunities

MPD	
DC Police Leadership Academy (DCPLA)	MPD is focused on building a legion of police leaders and MPD’s DC Police Leadership Academy uniquely targets growth for middle management ranks. Through this program, participants will learn management approaches to continually hone their personal and organizational leadership skills. The DC Police Leadership Academy will bring together a diverse group of passionate future leaders from across the country to engage in shaping the future of our great profession by developing their personal leadership abilities learning through case studies. The three-week program will provide participants with the fundamental tools, ideas, and strategies to develop a foundational knowledge on leadership as participants seek to grow through the ranks within their organization.
21 st Century Police Leadership (21CPL)	21st Century Police Leadership (21 CPL) is an innovative and intensive course designed to foster, train and empower law enforcement leaders. Selected applicants will be assigned to a cohort that will receive this training during a 3-month period. The primary courses embedded within this curriculum are Emotional Intelligence, Effective Communications and Cultivating Culture. The delivery method for this curriculum will involve pre-course self-study work, 3 days in class a month (totaling 9 days of actual class time) followed by assignments and peer learning calls between courses. A culminating capstone project will be required before credit can be given for completion of this program.
University of Virginia Bachelor’s Degree Completion Program (MPD PORP)	This program allows members to continue their education and degree attainment while continuing to work. Members who successfully complete this program will be awarded a bachelor’s degree in interdisciplinary studies. This program focuses on problem solving, people, organization culture, and understanding the communities that we police.
Police Executive Research Forum (PERF)	
Senior Management Institute for Police (SMIP)	SMIP is a program of the Police Executive Research Forum that provides senior police executives with intensive training in the latest management concepts and practices used in business and government. It also features discussions of the most challenging issues facing law enforcement executives today. A demanding three-week course, SMIP brings together faculty from top universities, successful law enforcement chief executives, and subject matter experts from the private sector. It is designed for mid- to upper-level police executives who ultimately will lead police agencies throughout the United States and other participating countries. SMIP’s curriculum addresses the issues that demand the attention of today’s forward-thinking law enforcement leaders. Classes are held at Boston University , where participants learn and reside in the university’s leading classrooms and residence hall.

Naval Postgraduate School

Executive Leadership Program	<p>The Executive Leaders Program (ELP) provides a unique educational opportunity for senior-level homeland security and public safety leaders at the forefront of the nation’s homeland security mission. This non-degree, graduate-level educational program develops leaders responsible for homeland security and public safety by enhancing critical thinking skills in a collaborative and cross-functional environment. Participants in this program represent a diverse group of federal, state, local, territorial, tribal, and private sector leaders who become enhanced decision-makers and innovative collaborators.</p>
Master’s Degree Program	<p>The degree program requires 18 months of continuous enrollment and coursework and a thesis. It involves a significant commitment on the part of the participants and their agencies. The courses are organized in quarters rather than semesters. Each quarter requires two weeks in residence at either the NPS campus, located in Monterey, California or in the National Capital Region (at the Bolger Center outside of Washington, DC). The remainder of the coursework is completed via network-based learning. Participants spend an average of 15-20 hours per week during the network-based learning periods of study – reading assigned materials, participating in online discussions with faculty and other participants, and preparing papers and projects.</p>
Emergence Program	<p>The Emergence Program is a unique opportunity for homeland security/public safety professionals who are in the first half of their careers. The program provides an educational forum and innovation lab for participants to explore “emerging” trends in the world around us (e.g., technology, social, and terrorism). Participants will discuss both the challenges associated with these complex trends as well as the opportunities to rethink how we protect our communities and the nation. In addition, program sessions will assist participants in “emergence” strategies for implementing innovative ideas, being a leader, and for a successful homeland security career.</p>
Executive Education Program (EEP)	<p>The Executive Education Program (EEP) provides a wide-range of tailored homeland security educational opportunities designed to help strengthen U.S. capability to prevent, deter, prepare for, respond to, and recover from terrorist attacks, natural disasters, and public safety threats and to build the intergovernmental, interagency, and civil-military cooperation that homeland security requires. The academic program offerings are conducted around the country by CHDS mobile education teams comprised of nationally recognized experts from a variety of fields related to homeland security.</p>

Metropolitan Washington Council of Governments	
NCR Leadership Training Seminar	The Metropolitan Washington Council of Governments is offering a three-part leadership seminar for National Capital Region homeland security and public safety professionals. The seminar applies leadership principles to enhance motivation, satisfaction, and performance while developing leadership capabilities across multiple disciplines. Leadership theories and strategies are presented through exploration of real-life scenarios and challenges faced by individuals, teams, and organizations throughout the NCR. Adapted to topics specific to the NCR, course materials and instruction explore real-world challenges, leading to improved collaborative decision-making within organizations, the region, and with federal partners.
Major Cities Chiefs Association	
Police Executive Leadership Institute (PELI)	An important Major Cities Chiefs Association (MCCA) strategic goal is to develop current and future leaders. MCCA has developed a leadership program aimed at high-level police executives who have a strong desire to become a police chief or sheriff.
Federal Bureau of Investigations	
FBI National Academy (FBINA)	The NA provides education about contemporary policing issues and leadership development. Its successful track record and proven benefits to both law enforcement agencies and their communities led to the creation of additional programs.
FBI National Executive Institute (NEI)	Participants are provided with presentations from subject matter experts on a variety of topics. Presenters will focus on facilitation and group discussion as an integral component of the program. Topics are broadly focused on four critical pillars: <ol style="list-style-type: none"> 1. Emerging Trends 2. Promote Wellness 3. Enhance Partnerships 4. Seek Innovations

DC Government	
Certified Public Manager (CPM) Program	The Certified Public Manager® (CPM) Program is designed to enhance the skills of District Government managers and provide them with the tools to be more effective leaders. The DC Department of Human Resources (DCHR) administers the nationally accredited CPM program. Academic rigor is brought to the program through strategic partnerships with The George Washington University, as well as renowned government, nonprofit and private-sector practitioners, who bring the best of leadership and management theory and practice to the classroom.
The Executive Leadership Program (ELP)	<p>The purpose of the ELP is to support the development of effective executive-level leadership among members of the Mayor’s cabinet and their senior staff.</p> <p>Executives who complete the program will be able to:</p> <ul style="list-style-type: none"> • Use their leadership assets to create organizational leadership climates which foster employee engagement, performance excellence, innovation, and sustained capacity building; • Think, plan, and act strategically with a broadened systemic perspective that enables their departments and agencies to more capably balance short-term requirements with sustained improvement and organization innovation; and • More effectively lead change and manage transition within and across agencies and sectors.
University of Chicago Crime Lab	
Policing Leadership Academy (PLA)	The PLA builds on prior research from the Crime Lab, showing that changes in police department management can drive reductions in both violent crime rates and police use of force. The five-month curriculum provides hands-on training in data-driven management, violence reduction, and community trust. The program is being run as a randomized controlled trial and supported by extensive qualitative research to measure if the training intervention improves police departments and the communities they serve.
Georgetown Law Center for Innovations in Community Safety	
Police for Tomorrow Fellowship Program	The Police for Tomorrow Fellowship, a joint project with Washington D.C.'s Metropolitan Police Department (MPD), gives new D.C. police officers and civilian police department personnel an opportunity to learn more about why we police the way that we do, and how we should police differently, tomorrow and beyond.

About ODCA

The mission of the Office of the District of Columbia Auditor (ODCA) is to support the Council of the District of Columbia by making sound recommendations that improve the effectiveness, efficiency, and accountability of the District government.

To fulfill our mission, we conduct performance audits, non-audit reviews, and revenue certifications. The residents of the District of Columbia are one of our primary customers and we strive to keep the residents of the District of Columbia informed on how their government is operating and how their tax money is being spent.

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