



Building a Safer, Stronger DC:

Community Conversations on Public Safety and the Selection Process for the Chief of Police

February 23, 2017

Prepared by:
Office of the Deputy Mayor for Public Safety and Justice
with support from
Cities United



GOVERNMENT OF THE DISTRICT OF COLUMBIA

Executive Office of Mayor Muriel Bowser



Dear District Resident,

In September of last year, Cathy Lanier retired as Chief of Police after more than 25 years of service with the Metropolitan Police Department. Upon her departure, Mayor Bowser launched a nationwide search to identify the most talented and experienced candidates to fill this critical position. As part of this process, the Office of the Deputy Mayor for Public Safety and Justice facilitated opportunities for residents and stakeholders to talk to us about their public safety experiences and concerns.

Since this time, we've hosted a series of small group discussions with Advisory Neighborhood Commissioners, community leaders, local high school and college students, and religious leaders which tackled public safety priorities and professional qualifications for the permanent chief of police. These discussions were followed by a Community Conversation where more than 2,600 residents participated by telephone and Facebook Live. Accompanying these efforts was a public safety survey made available online, in District recreation and senior centers, and public libraries. Four thousand completed responses were received and tallied. Each community engagement forum was designed to gain valuable insight from District residents on their public safety priorities and what characteristics they want to see in a permanent police chief.

This report provides an overview of the feedback we received during our community engagements and process employed to select our permanent police chief. It includes an appendix with samples of the small group discussions and the public safety survey.

In our search for a permanent police chief, it has been the goal of the Bowser Administration to select a proven leader who will work tirelessly with each of our neighborhoods and communities to build a safer, stronger, more resilient city. Together, we will make the District of Columbia a national model of police-community relations and we are grateful for your support.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Donahue', written in a cursive style.

Kevin Donahue
Deputy Mayor for Public Safety and Justice





LISTENING TO OUR RESIDENTS:
An overview of the public engagement process



LISTENING TO OUR RESIDENTS: *An overview of the public engagement process*

The process to hire the permanent Metropolitan Police Department Chief of Police was a two-pronged approach that included candidate interviews and public engagement. These approaches were executed simultaneously allowing for all activities to inform and engage the dual process. The following sections outline the public engagement and candidate search process. An appendix is provided with samples of the tools used throughout the process.

PUBLIC ENGAGEMENT

Residents of the District of Columbia are very engaged in local government and had very specific ideas about the qualities they wanted in a permanent chief of police. The selection process included opportunities for public engagement not only on the priorities for the permanent chief of police and the police department, but also for residents to share their ideas and general concerns about public safety. Through a series of small group meetings, a Community Conversation on public safety, and a survey, residents offered candid feedback.

Small Group Discussions

The Office of the Deputy Mayor for Public Safety and Justice facilitated a series of six small group discussions to pinpoint community concerns and priorities for the permanent police chief, policing in the District, and overall public safety. The discussion groups brought together residents with varied interests and backgrounds from all eight wards to engage in a robust discussion and provide actionable feedback that helped inform the police chief selection process.

Each discussion followed a well-crafted agenda to ensure everyone had the same opportunity to engage with the Deputy Mayor and share their concerns as well as those of the residents and communities they represented. The following is an overview of the small group discussions agenda:

- Welcome & introductions
- Survey on perceptions of public safety
- Data on public safety and policing in DC
- Discussion 1: Public Safety in DC
- Discussion 2: Qualities in a police chief
- Exit Survey



The small group discussions were hosted between December 21, 2016 and January 13, 2017 with the following group composition:

- Group 1: Citizen Advisory Committee
- Group 2: Youth and Young Adults
- Group 3: Advisory Neighborhood Commissioners and Community Leaders
- Group 4: Advisory Neighborhood Commissioners and Community Leaders
- Group 5: Citizen Advisory Committee
- Group 6: Public Safety Academy at Anacostia High School

Feedback from these discussions and survey has been compiled, with the support of [Cities United](#), to identify common themes and recommendations. The survey analysis and a highlight of comments are provided in the following section.



SMALL GROUP DISCUSSION SURVEY FEEDBACK AND SELECTED COMMENTS

Discussion Topic: Effective vs. Ineffective Policing in D.C.

From the small group discussions, respondents said they found the Metropolitan Police Department to be effective overall and more effective than other police departments around the country. A significant number of participants stated that MPD's effectiveness is due to its community relationships and community policing approach. The following are statements from two participants during the discussion:

"DC is very effective because of community relationships. (identifying information omitted) grew up amongst citizens. She gained the respect of citizens and communities. Respect and trust leads to more of a community commitment to work with police."

"MPD values community police relationships. I used to work at the Fourth District and the city would make sure that officers were connected to communities."

Although a majority of participants stated that MPD was effective, they also believed there was room for improvement:

"Very effective in DC; however, I'm not blind to the fact that there are some areas that need improvement. Even though I support law enforcement, I still get mistreated. It takes a lot for me not to become a statistic."

"In DC, policing is effective. Over the years, DC has gotten better. However, there is still room for improvement. Communities in the Fifth District don't see police enough because they don't get the calls that other jurisdictions get."

"Slightly effective when compared to surrounding jurisdictions. In terms of biking issues, MPD is better than some of the outlying jurisdictions. It is quite clear, however, that traffic enforcement has never been a priority for MPD. As a result, officers are not educated on bike and other traffic laws."

"Different shifts tend to be more effective than others. In addition, the last two hours of a shift seem to be a time when officers are the least effective. During the last two hours, officers seem to be more worried about completing paperwork that needs to be done so that they can quickly go home."



Discussion Topic:

Qualities Needed to Reduce Crime: *Training, Presence & Relationships*

When asked to choose the top qualities that make a police department effective in reducing crime, almost 70 percent of participants responded that the following were most effective:

- 1) Community-Police Relationships
- 2) Increased Police Presence and Police Training
- 3) Responsiveness to 911
- 4) Improved physical infrastructure (such as police cameras)
- 5) Targeting illegal guns and illegal narcotics (such as PCP, heroin, synthetic drugs)

Participants stated the following about Community-Police Relationships in DC:

“There needs to be more civilian, law enforcement interactions.”

“Police are put in place to police the law, not police people. They are ambassadors for the law. They should be in the community to help prevent crime, as opposed to just responding to incidents.”

“When there is a police call, police who are rooted in the community can better handle the situation because there is knowledge about residents and the issues of the community.”

“Years ago, MPD abolished the Office of Community Policing. This office met with community leaders to ascertain what was going right and wrong. In addition, office staff worked with residents to write a handbook on how to start neighborhood watch programs. The Office of Community Policing needs to be reestablished.”

Participants stated the following in response to the need to have greater police presence felt in the community:

“Officers must get out of car and WALK in their neighborhoods.”

“Police are often in certain areas of a community, but need to make their presence known in areas where they don’t frequent.”

“The Gallaudet deaf community’s interactions with MPD tend to be positive because officers are constantly on campus and attempt to connect with the students. It seems as if they want to be perceived as a positive presence in the community.”



Participants stated the following in response to a need for greater allocation of resources towards police training and what its likely effect could be on police work:

“Police often have an ‘Us against Them’ attitude. It takes both police and communities to make the city safe. An emphasis needs to put on training as some of their practices are outdated.”

“It appears as if MPD needs more training to be effective. It has been noticed that police will sit in their squad cars while residents congregate instead of interacting with community members.”

“I’ve taken an in-depth look at the police academy curriculum and it is WEAK. There needs to be more of an emphasis put on learning, understanding, and interpreting the law. I’ve noticed that after five or six years on the beat, officers are not clear on civil and criminal infractions. This leads to reactive instead of proactive interactions with citizens.”

“Cultural sensitivity and history of DC training needs to be offered to officers.”

“There is always something new to learn especially in the area of de-escalating situations.”



Discussion Topic:

Personality Traits for the Police Chief: *Communication, Community Oriented & Honest*

Participants were asked to list the traits they want the next Police Chief to embody. They listed the following as the most important traits:

- 1) Communication skills
- 2) Community oriented
- 3) Honesty and integrity

The following are some of participants' responses that highlight the importance of communications:

"Chief Cathy Lanier earned a reputation citywide because of good communication skills. As a result, community members knew who she was and respected the job she did."

"[MPD is] very effective in DC because of open lines of communication. Often citizens have direct contact with the interim chief, lieutenants, and officers."

"They have to know how to communicate with the force."

"(Identifying information omitted) could speak to a wide variety of populations flawlessly. DC is not the most diverse city in the nation."

"Being able to go to any community and speak to residents is essential."

Participants stated the following in response to Community-Oriented personality trait:

"If the Chief doesn't understand or respect the community, there will be problems. The Mayor should hire a Chief from within because the candidate would have been invested in training and education that has focused on DC communities."

"The next police chief needs to be community oriented, a public servant."

Participants stated the following in response to Honesty and Integrity:

"Corruption often happens in police departments, especially when the Chief does not lead the effort in staying honest."

"Communities are more likely to respect the force if there is honesty and integrity."

"Every force has the potential to be rocked by crooked cops and police. As a result, the Chief of Police must lead the effort in being honest."

"No trust leads to no association."



Other personality traits identified were: the ability to have clear vision and goals, creativity, fostering high moral values among police officers, and teamwork with other government agencies.



Discussion Topic

Importance of Professional Experiences

Participants responded that the following were the three most important professional experiences for a police chief to have:

- 1) Familiarity with the District of Columbia (lived or worked in D.C.)
- 2) Worked in a diverse city
- 3) Record of effective community policing
- 4) Innovative, non-law enforcement approach to reducing crime

The following are responses about the next Chief of Police's familiarity with D.C.:

"Too many officers live in areas that are too far from DC. This causes an issue because they cannot relate to many of the citizens of DC."

"DC is unique because of the federal/local relationship."

"Familiarity with the District is extremely important because of diversity; you must know the city in order to be an effective chief."

"Extremely important because every ward is different. In addition, the Chief of Police must be sensitive to all populations represented in the city as citizens have very strong attitudes about their communities. It is important that the Chief of Police live here."

Participants stated the following in response to the police chief's experiences of working in a diverse city:

"I've seen changes in the city that have caused DC to be a diverse city in the areas of socio-economics and race. Therefore, the police have to help there be tolerance in the city."

"Extremely important because every ward is different."

"It's not about color. The Chief of Police must be able to handle the complexities of the city and must be able to work with all neighborhoods. He/she must be able to strategize and assess the strengths and needs of all wards."

"There is an unfounded fear in the Muslim, LGBT, and undocumented citizens' community about where DC is on ensuring that human rights laws will be safeguarded and protected."

Participants stated the following in response to the need for a police chief to have a record of effective community policing and innovative, non-law enforcement approaches to reducing crime:



“Must reduce crime without violating rights.”

“Able to work as part of an effective team and include other agencies in the work of keeping the city safe.”

“Able to maneuver and get things done.”



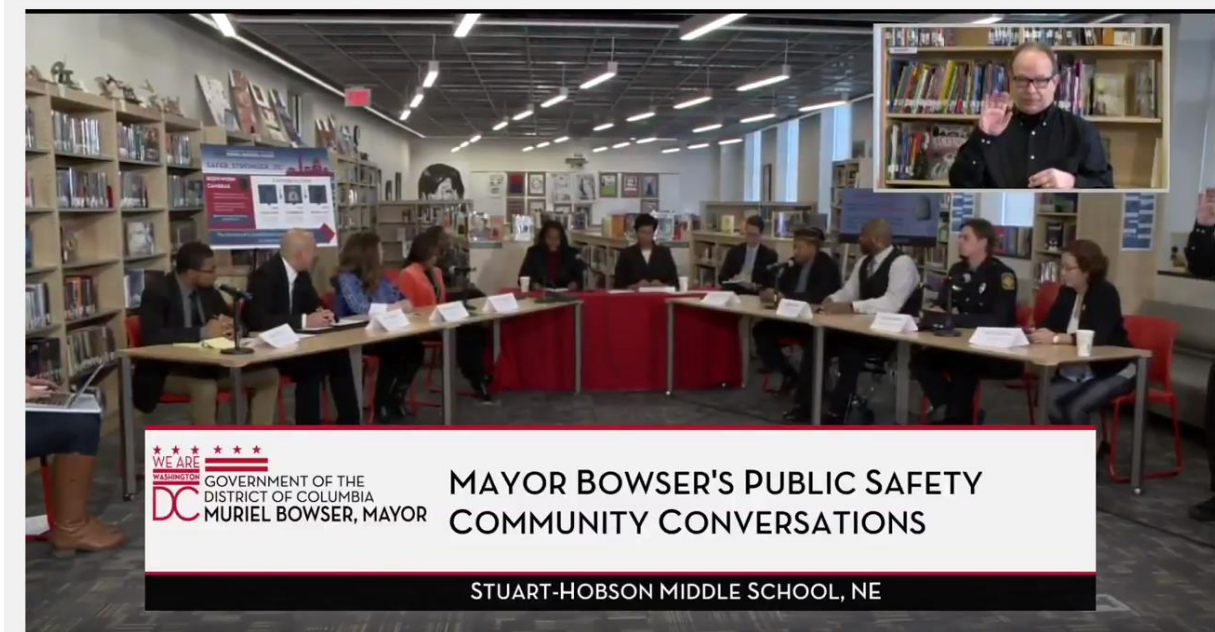
PUBLIC SAFETY COMMUNITY CONVERSATION

To further engage resident about their public safety priorities and community concerns, Mayor Muriel Bowser hosted a community conversation on January 28, 2017. The conversation was organized into three parts:

Part 1: The Bowser’s Administration efforts to improve public safety.

Part 2: The search for the permanent chief of police and public engagement in the process.

Part 3: Roundtable discussion with residents attending the conversation and a call-in question and answer session with District residents.



The Public Safety Community Conversation is available for view [here](https://www.youtube.com/watch?v=5ialkCOs21Y) - <https://www.youtube.com/watch?v=5ialkCOs21Y>

A summary of discussions and comments from the Community Conversation is provided in the following section.



Call-in Questions from Residents

Resident calling in from Ward 8:

“MPD and neighborhood-watch platform with the PSA has allowed the community to meet police officers and both groups get to know each other. This is really helpful in keeping our neighborhoods safe. Police are able to solve many of the local problems easily. The new police chief needs to be more present in the community so that we can have some or occasional interaction. It would be great. If police officers could stay longer or stay in one place for a long time, it would allow us to get to know them better and the people who live there.”

Resident calling in from Ward 4:

“We need ideas on how to engage youth from having nothing to do in social programs that are beneficial to their growth and keep them out of problem.”

Resident from Ward 4:

“Can we do more to get homicides solved?”

Panelist ideas to Mayor Bowser’s question on what types of effective policing strategies residents want to see more of:

Iman Sharif, representative of the Interfaith Council:

“More police presence in all places of worship. Speaking and engaging with children and families, as well the police officers participating in seminars and conversations that share how they work and what the police are doing.”

Terri Jeanine Quinn, former chair of ANC 5 and president of the Bloomingdale Civic Association:

“Where I believe that there is still a gap - is in acknowledging the damage that was done when there is an abuse of power. The damage is still having effects on our ability to solve crimes in terms of people coming forward, as well as how people respond to the police. We need to have a comprehensive strategy to repair this situation rather than piecemeal efforts.”

Lorenzo Vow, owner of Vow Transportation:

“More officer presence will give a sense of safety within the community. Greater engagement between the community and the police will also show strength.”



Noah Dyson, DCPS Student:

“Many high schools and youth want to have engagement with police officers because in the past, there haven’t been platforms to do so.”

Samantha Nolan, Citizen Advisory Council:

“911 calls not being answered or put on hold, or the caller is questioned in a way that makes them feel uncomfortable for making that call – we are actually discouraging people from calling. So I think 911 calls being answered and being valued by the operators so that people who are calling feel like they’re being heard.”

Panelist responses on what would be most effective at reducing crime:

Maria Gomez, president of Mary’s Center:

“Ensure training and cultural competence from all perspectives. New police officers are coming into the city and they should be trained on the history and people of D.C. Another area to focus on would be when crime is committed, that it is solved rapidly so that community has confidence in the police.”



PUBLIC SAFETY SURVEY

To ensure residents across the District were provided an opportunity to participate in the discussion around public safety, the qualities of a permanent chief of police, and public safety priorities for the District, the Office of the Deputy Mayor for Public Safety and Justice conducted a survey. Residents could take the survey online or complete it in person at recreation centers, senior centers, and libraries. The survey was publicized in Mayor Bowser's weekly newsletter, on neighborhood listservs, and in a link on all District government emails.

Over 6,000 responses were received and reviewed. A copy of the survey and the complete survey analysis are provided in the appendix of this report. An executive summary of the findings is provided below.

Executive Summary of Survey Results

The Office of the Deputy Mayor for Public Safety and Justice conducted a survey to better understand District residents' perceptions of public safety and preferences around the qualities of the next permanent police chief. This analysis uses online results data as of February 13, 2017 and results collected from Department of Parks and Recreation (DPR) senior center facilities and recreation centers. Together, more than 6,000 respondents took the survey and 3,990 completed all of the questions.

Due to largely online distribution, the sample is not drawn randomly from the District population and likely reflects the characteristics of residents who closely follow District government communications. The survey responses also include 660 paper forms collected from senior centers and DPR facilities across the city causing the results to over-represent these demographics. Within the sample, minority residents of Ward 7 and 8 are under-represented, women are over-represented, and respondents are older than the District population.

Although additional work is needed to make more precise statements about generalizability of the results, the initial analysis presents little statistically significant variation in responses across subpopulations. Therefore these results can be initially considered broadly reflective of the preferences and opinions of District residents.

Findings from the initial analysis present:

- 1) Improving community-police relations is the most important priority. This surfaced in a number of questions, including about what a Chief of Police should prioritize and in free text responses, and was consistently important across ethnicities and wards.
- 2) Four areas were perceived as both most effective at reducing crime and as highest priorities: improving community relations, responsiveness to 911 calls, more training, and solving violent crimes.



- 3) With respect to specific police activities, respondents ranked improved community-police relations, increased police training, responsiveness to 911 calls, solving violent crimes, and targeting illegal guns as the most effective ways to increase safety.
- 4) Respondents ranked enforcing nuisance crimes, enforcing traffic laws, increasing police force levels, and improving physical infrastructure as the least effective ways to increase safety.
- 5) When asked about the characteristics of their ideal chief of police, respondents reported that they want a leader who has high ethical standards, fosters high morale, and is open to new ideas. Having worked as a police chief was the characteristic rated as *least* important.
- 6) Respondents rated MPD as being more effective than other police departments around the country.

Sample characteristics

Our final sample included 3,990 responses from D.C. residents. We excluded (a) everyone who self-identified as a non-resident, (b) all partially completed responses, (c) a small number of respondents under age 15, and (d) those who reported neither their ward, age, or gender.

This gives us the following breakdown:

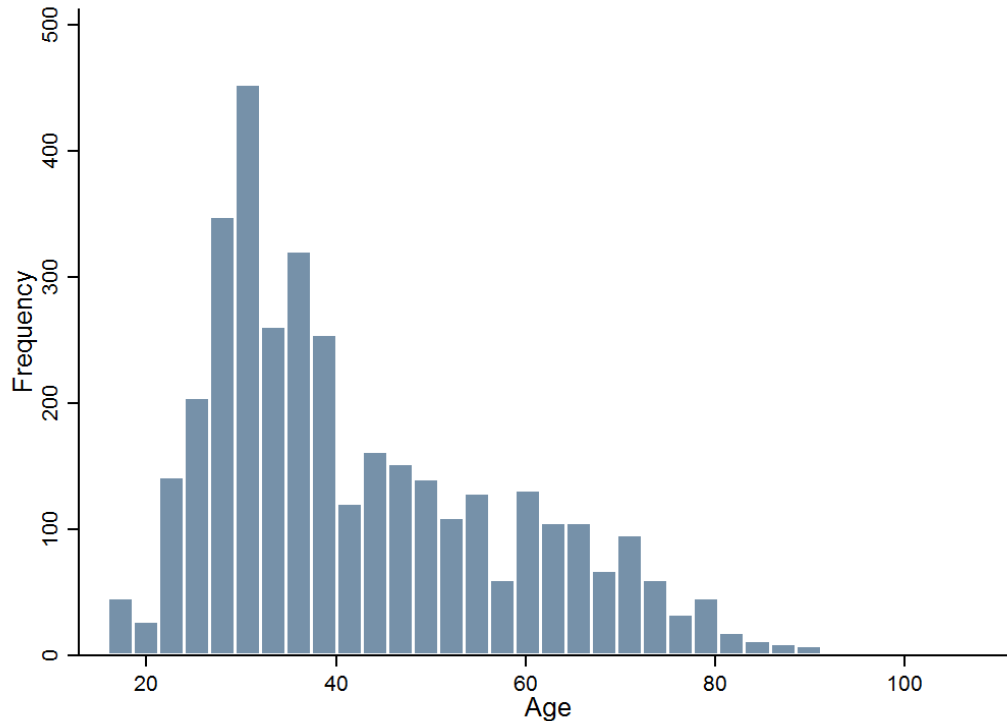
| Ward | Freq. | Percent | Cum. |
|---------|-------|---------|--------|
| Ward 1 | 727 | 18.22 | 18.22 |
| Ward 2 | 331 | 8.30 | 26.52 |
| Ward 3 | 403 | 10.10 | 36.62 |
| Ward 4 | 640 | 16.04 | 52.66 |
| Ward 5 | 611 | 15.31 | 67.97 |
| Ward 6 | 645 | 16.17 | 84.14 |
| Ward 7 | 307 | 7.69 | 91.83 |
| Ward 8 | 282 | 7.07 | 98.90 |
| Unknown | 44 | 1.10 | 100.00 |
| Total | 3,990 | 100.00 | |

The vast majority of our responses were obtained through the online form; an additional 660 valid responses came from senior centers and DPR facilities.

| Source | Freq. | Percent | Cum. |
|---------------|-------|---------|--------|
| Online | 3,330 | 83.46 | 83.46 |
| Senior Center | 299 | 7.49 | 90.95 |
| DPR facility | 361 | 9.05 | 100.00 |
| Total | 3,990 | 100.00 | |



Our sample is slightly older than the District population (average 42.5; sd: 15.8; median 38); however, this is likely because our survey had virtually zero penetration into the under-18 demographic. The District’s median age is about 33.8 and the average age is age, according to the American Community Survey 2015 1-year estimate.



Looking at gender, we see that our sample over-represents women. Our sample from senior centers was even further biased—only 17.8 percent of our sample there was male. The full sample was over 60 percent female. The District is about 52 percent female, according to the ACS.

| Gender | Percent |
|--------|---------|
| Male | 36.46 |
| Female | 61.61 |
| Other | 1.93 |

The District is about 41 percent White overall. Our sample is just over 50 percent White. Non-white ethnicities are under-represented – African Americans comprise only 31 percent of our sample and Latinos less than five percent.



| Ethnicity | Freq. | Percent | Cum. |
|------------------------------|--------------|---------------|--------|
| African American | 1,247 | 31.25 | 31.25 |
| American Indian | 18 | 0.45 | 31.70 |
| Asian/Asian American | 137 | 3.43 | 35.14 |
| Multiracial | 203 | 5.09 | 40.23 |
| Pacific Islander/Hawaiian | 7 | 0.18 | 40.40 |
| Hispanic/Latino | 182 | 4.56 | 44.96 |
| Caucasian | 2,011 | 50.40 | 95.36 |
| Middle Eastern/North African | 26 | 0.65 | 96.02 |
| Unknown | 65 | 1.63 | 97.64 |
| Other | 94 | 2.36 | 100.00 |
| Total | 3,990 | 100.00 | |

Finally, our sample represents people who have lived in the District for a long time. More than 75 percent of our sample has lived in the District for more than five years.

| Years lived in DC | Freq. | Percent | Cum. |
|-------------------|--------------|---------------|--------|
| <1 year | 104 | 2.62 | 2.62 |
| 1-5 years | 823 | 20.76 | 23.38 |
| 6-10 years | 832 | 20.98 | 44.36 |
| 11-15 years | 444 | 11.20 | 55.56 |
| 16-20 years | 332 | 8.37 | 63.93 |
| >20 years | 1,430 | 36.07 | 100.00 |
| Total | 3,965 | 100.00 | |

Important professional experiences for the Chief of Police

We asked survey respondents the following question: “How important are the following professional experiences for someone applying to be the Chief of Police for the Metropolitan Police Department?”

Respondents rated the following characteristics:

- Familiarity with the District of Columbia (lived or worked in D.C.)
- Is a current or former Police Chief
- Worked in a large city (comparable to D.C. or larger)
- Worked in a diverse city
- Has a record of crime reduction
- Has a record of effective community policing
- Has a record of innovative (non-law enforcement) approaches to reducing crime



Respondents rated each characteristic presented on the following four-point scale:

1. Not important
 2. Slightly important
 3. Important
 4. Very important
- NA – Don't know

Using the numeric values associated with each response, we computed the average score for each characteristic. The average scores for the full sample and subpopulations are presented below. It is important to note that even small differences in the average rated level of importance do not mean the differences are statistically significant.

| How important are the following professional experiences for someone applying to be the Chief of Police for MPD? | | | | | | | |
|---|------------------|-------------------------|------------------------|--------------------------|---------------------------|------------------------------|----------------------|
| | Familiar with DC | Current or former chief | Worked in a large city | Worked in a diverse city | Record of crime reduction | Record of community policing | Record of innovation |
| Overall | 3.2 | 2.6 | 3.3 | 3.6 | 3.2 | 3.5 | 3.4 |
| By ward | | | | | | | |
| Ward 1 | 3.1 | 2.5 | 3.3 | 3.6 | 3.1 | 3.5 | 3.4 |
| Ward 2 | 3.0 | 2.5 | 3.4 | 3.6 | 3.1 | 3.5 | 3.3 |
| Ward 3 | 3.1 | 2.6 | 3.3 | 3.6 | 3.2 | 3.5 | 3.4 |
| Ward 4 | 3.3 | 2.7 | 3.3 | 3.6 | 3.2 | 3.5 | 3.4 |
| Ward 5 | 3.2 | 2.6 | 3.3 | 3.6 | 3.2 | 3.5 | 3.3 |
| Ward 6 | 3.0 | 2.5 | 3.3 | 3.5 | 3.1 | 3.5 | 3.3 |
| Ward 7 | 3.5 | 2.7 | 3.4 | 3.6 | 3.4 | 3.6 | 3.5 |
| Ward 8 | 3.4 | 2.8 | 3.2 | 3.5 | 3.3 | 3.5 | 3.4 |
| By channel | | | | | | | |
| Online | 3.1 | 2.5 | 3.3 | 3.6 | 3.2 | 3.6 | 3.4 |
| Senior centers | 3.5 | 3.0 | 3.2 | 3.4 | 3.3 | 3.5 | 3.4 |
| DPR facilities | 3.2 | 2.7 | 3.1 | 3.3 | 3.1 | 3.2 | 3.2 |
| By gender | | | | | | | |
| Female | 3.3 | 2.7 | 3.3 | 3.6 | 3.2 | 3.6 | 3.5 |
| Male | 3.0 | 2.5 | 3.2 | 3.4 | 3.1 | 3.4 | 3.2 |
| By ethnicity | | | | | | | |
| African American | 3.4 | 2.8 | 3.3 | 3.5 | 3.3 | 3.5 | 3.4 |
| Multiracial | 3.2 | 2.6 | 3.3 | 3.6 | 3.2 | 3.5 | 3.3 |
| Latino | 3.2 | 2.7 | 3.2 | 3.6 | 3.1 | 3.5 | 3.4 |
| Caucasian | 3.0 | 2.4 | 3.3 | 3.6 | 3.1 | 3.6 | 3.4 |
| Other | 3.2 | 2.7 | 3.3 | 3.4 | 3.2 | 3.5 | 3.3 |

Note: Response scale ranges from 1—Not important to 4—Very important; reported values are the average response score.



The characteristics rated as the most important are having worked in a diverse city, having a record of community policing, and having a record of innovation. While it is difficult without further analysis to distinguish which of these three categories is ranked as more important than another, all three are clearly the most important. Whether the candidate was a current or former police chief was ranked as the least important factor.

Although there are some differences across different subpopulations, the magnitude of these differences is relatively small and it is difficult to determine whether any are statistically significant.

Desired leadership qualities

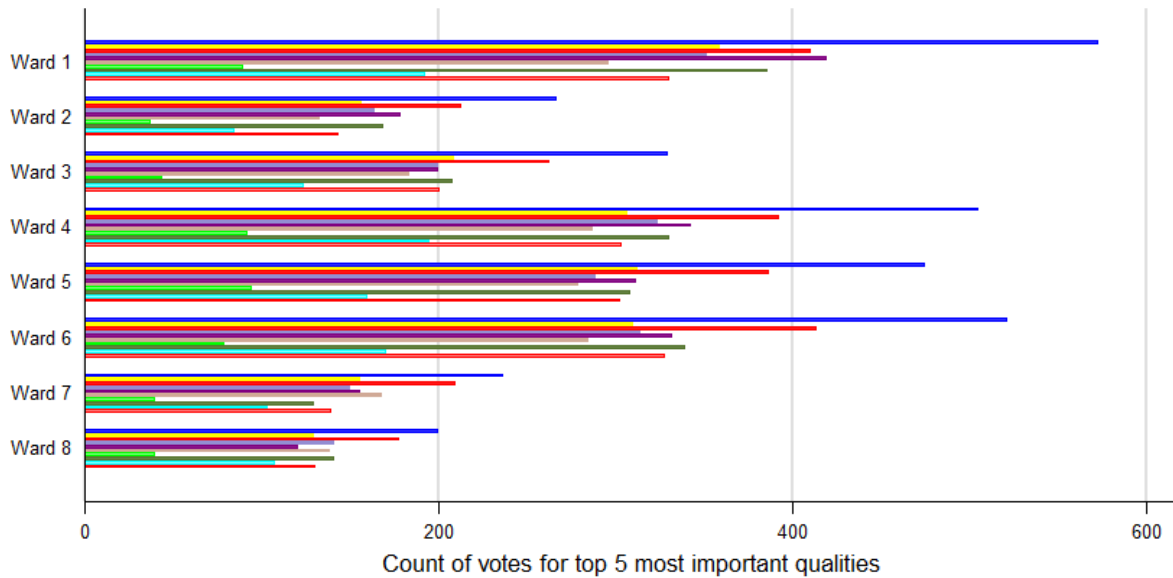
We asked respondents to pick the five most important qualities of a future chief of police from a list of ten options. Specifically, we asked them: “When thinking about the potential leadership qualities for a Police Chief of MPD, which of the 10 qualities listed below are the most important for the job? Please select the five most important from the list below”

- Has high ethical and moral standards
- Provides clear vision and goals
- Builds high morale among police officers
- Is committed to ongoing training
- Is creative and open to new ideas
- Is approachable and can relate to others
- Optimistic about the future
- Willingness to listen
- Strong work ethic
- Strong communicator



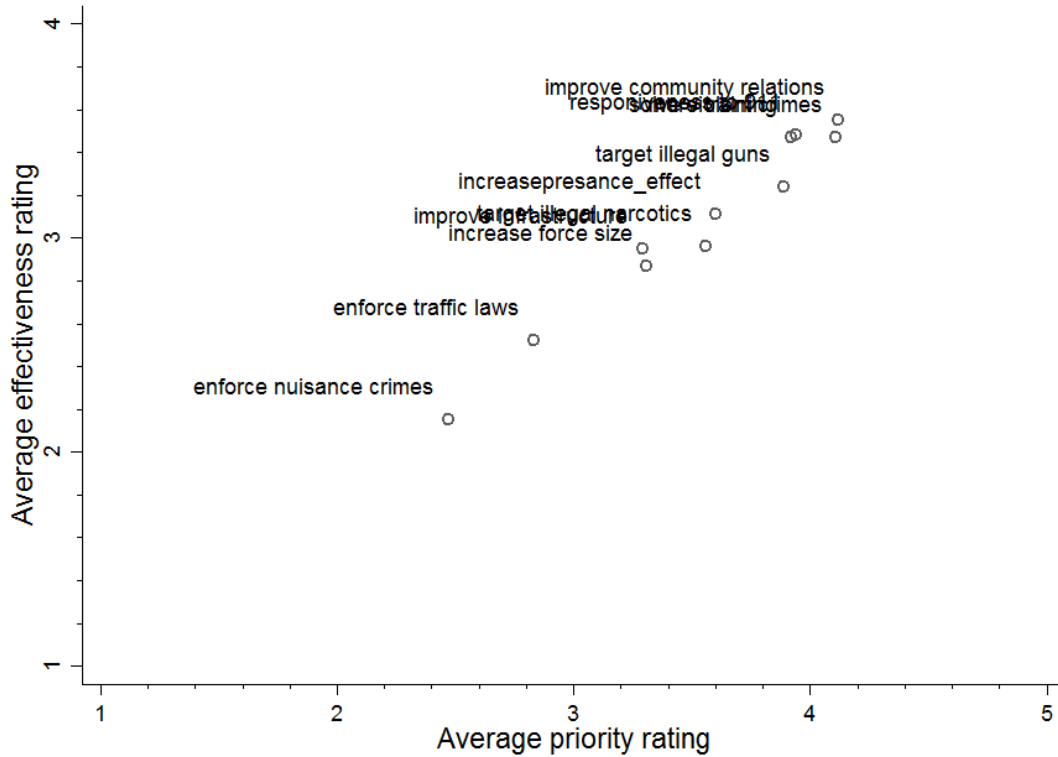
The most frequently selected characteristic was someone with high ethical and moral standards, followed closely by someone who builds high officer morale and who is creative and open to new ideas.

A police chief with high ethical and moral standards was the most frequently selected characteristic in all eight wards. Building morale among officers was the second or third most frequently picked characteristics in all wards. Someone who is optimistic about the future was the least frequently selected characteristic across all wards.



Police actions - effectiveness and prioritization

We asked respondents to rate the level of perceived effectiveness and the level of priority each of the following police activities should receive.



Interactions with police

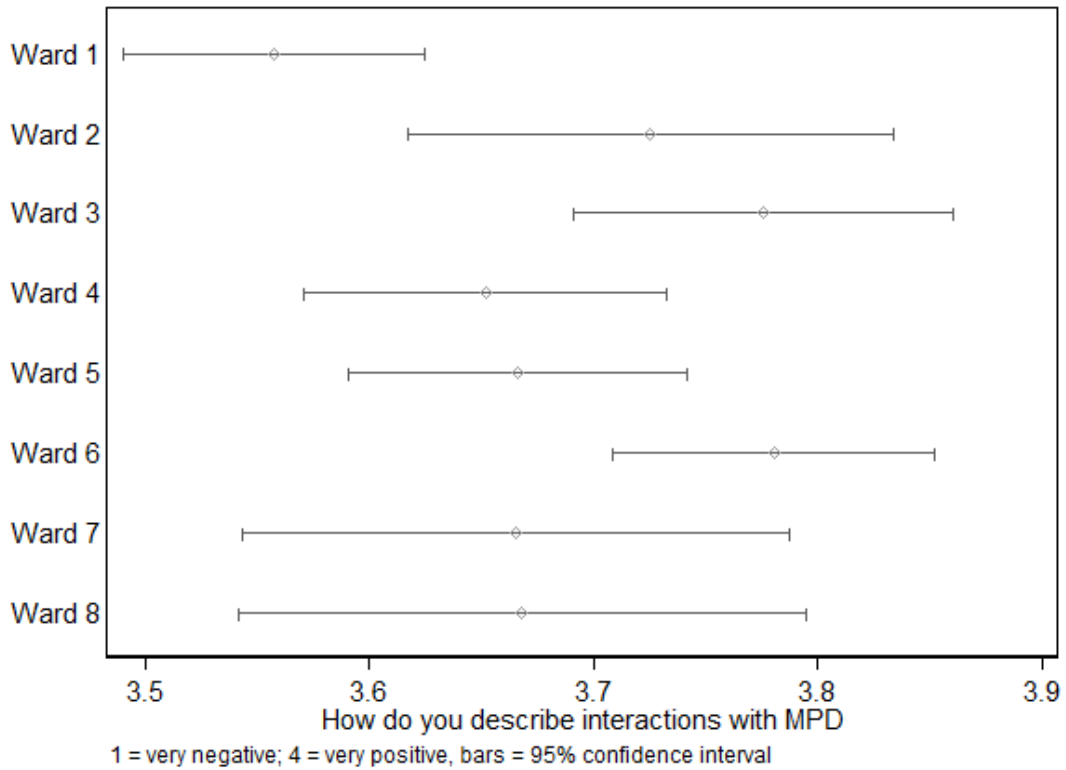
Frequency:

| Frequency of interactions with MPD | source | | | Total |
|------------------------------------|--------|-----------|--------|--------|
| | Online | Sr Center | DPR | |
| Daily | 4.72 | 3.70 | 11.85 | 5.29 |
| Weekly | 9.56 | 6.06 | 13.22 | 9.64 |
| Monthly | 10.32 | 4.38 | 11.29 | 9.96 |
| A few times a year | 35.04 | 22.22 | 25.34 | 33.20 |
| Less than once per ye | 28.63 | 24.92 | 19.01 | 27.48 |
| Never | 11.73 | 38.72 | 19.28 | 14.43 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 |



Feeling:

| How do you describe interactions with MPD | source | | | Total |
|---|--------|-----------|--------|--------|
| | Online | Sr Center | DPR | |
| Very negative | 1.82 | 1.63 | 2.92 | 1.91 |
| Negative | 5.77 | 4.35 | 7.14 | 5.82 |
| Neutral | 32.52 | 28.26 | 44.16 | 33.33 |
| Positive | 41.53 | 41.30 | 26.62 | 40.19 |
| Very positive | 18.35 | 24.46 | 19.16 | 18.75 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 |





FINDING THE PERMANANT CHIEF OF POLICE
An overview of the search and selection process



FINDING THE PERMANENT CHIEF OF POLICE:

An overview of the search and selection process

SELECTION PROCESS

The selection process for the permanent Chief of the Metropolitan Police Department included a phased candidate review process and a series of vetting interviews to ensure only the most qualified candidates were recommended to Mayor Bowser for consideration. The process in its entirety spanned seven months and included more than 100 applicants.

Initial Review

The candidate review process was initiated in August 2016 with the job listing posted by the Mayor's Office of Talent and Appointments (MOTA). MOTA contacted current and former law enforcement officials around the country to encourage them to consider applying for the position. MOTA led the initial review of applicants to provide a portfolio of well-qualified candidates for review by the Deputy Mayor for Public Safety and Justice.

Interviews with the Deputy Mayor for Public Safety and Justice

During these initial interviews, highly-qualified candidates were vetted by Deputy Mayor Kevin Donahue. This included detailed discussions on critical issues identified by residents in the small group discussions, Community Conversation, and surveys.

Interviews with Community Members and Senior Leadership

During this round of interviews, candidates engaged in discussions with policymakers about their thoughts on community policing, public engagement, and overall vision. Afterwards, the candidates interviewed with senior Bowser Administration officials to discuss their abilities to run a 4,500-person agency with a \$550 million budget.

Interviews with Mayor Bowser

During this final round of interviews, candidates spent several hours with Mayor Bowser and had in-depth conversations on their visions and goals for the Metropolitan Police Department.



NEXT STEPS

Once Mayor Bowser selects her nominee to serve as the permanent police chief, that candidate is appointed the Acting Chief of the Metropolitan Police Department. The Mayor then will submit the Acting Chief's nomination to the Council of the District of Columbia.

The Committee on the Judiciary and Public Safety will schedule a confirmation hearing, where the public can provide testimony on the nominee and policing in general. Once the Committee approves the nomination, it goes to the full Council for a vote.

Upon a successful vote, the candidate is confirmed as the Chief of the Metropolitan Police Department.





APPENDICES:

Appendix A: Metropolitan Chief of Police Position Posting

*Appendix B: Public Safety Perceptions Survey
(issued during the small group discussions)*

Appendix C: Public Safety Survey

Appendix D: Analysis of the Public Safety Survey



APPENDIX A

**Metropolitan Police Department
Chief of Police**

Open Date: August 26, 2016
Closing Date: Open until filled

POSITION SUMMARY:

The Chief of Police performs a variety of complex administrative, supervisory and professional work in planning, coordinating and directing the activities of the Metropolitan Police Department (MPD) of the District of Columbia. The Department is the sixth-largest municipal police department in the country, serving an area of 68 square miles and approximately 670,000 residents. It has a budget of more than \$550 million, an authorized strength of 4,000 uniformed members, and approximately 500 civilian employees. It is the mission of the Metropolitan Police Department to safeguard the District of Columbia and protect its residents and visitors with the highest regard for the protection of human life. We strive at all times to accomplish our mission with a focus on service, integrity, and fairness by upholding our City's motto *Justitia Omnibus* -- Justice for All. To learn more about MPD, please visit [here](#).

ESSENTIAL FUNCTIONS:

- Plan, coordinate, supervise, and evaluate Department operations.
- Strengthen police and community relations with a renewed focus on engagement.
- Work with partners in government and the community to be part of the Administration's comprehensive public safety approach to making the District safer and stronger.
- Communicate the Mayor's vision and the agency's needs to the Council of the District of Columbia which has oversight of the agency.
- Develop policies and procedures for the Department mandated by law, to ensure efficient operations of the Department, and to implement directives from the Mayor.
- Set and review Department performance and effectiveness, and formulate programs or policies to alleviate deficiencies or expand successes.
- Coordinate the information gathered and work accomplished by uniformed members and civilian staff.
- Review and determine optimum effectiveness in terms of current public safety demands and officer resource deployment.
- Conduct data analysis to assess criminal trends, similarities, or associations with other cases.
- Supervise and coordinate the preparation of the Department's annual budget; direct the implementation of the Department's budget.
- Oversee the hiring of new officers and manage the attrition of retiring and exiting personnel while maintaining a force that is reflective of the diversity of the District.
- Supervise the development and maintenance of systems, records, and legal documents that provide for the proper evaluation, control, and documentation of Department operations.
- Coordinate and supervise the training, assignment, and development of subordinate officers and civilian staff.



- Maintain Departmental discipline, and the conduct and general behavior of Department personnel.
- Prepare and submit required reports to the Mayor, City Administrator, Deputy Mayor for Public Safety and Operations or Council regarding the Department's activities, and prepare a variety of other reports as appropriate.
- Engage with elected or appointed officials, other federal, regional, and local law enforcement and judicial system officials, community and business representatives, and the public on all aspects of the Department's activities.
- Represent the Department in a variety of local, regional, and other meetings.
- Cooperate with federal and regional law enforcement agencies as appropriate.
- Coordinate activities and exchange information with officers in other law enforcement agencies, the Office of the Attorney General, the Office of the U.S. Attorney for the District of Columbia, the D.C. Superior Court, other government agencies, and the federal government.
- Ensure compliance with and timely response to Freedom of Information Act requests.
- Ensure that laws and ordinances are enforced and that public peace and safety is maintained.
- Direct investigation of major crime scenes.
- Perform the duties of subordinate personnel as needed.
- Analyze and recommend improvements to Department equipment, training, protocols and facilities, as needed.
- Participate in various federal, regional and District committees.

REQUIRED EDUCATION:

Graduation from an accredited college or university with a Bachelor's degree in police science, law enforcement, criminal justice, public administration or a closely related field.

WORK EXPERIENCE:

Fifteen years of experience in police work, five years of which must have been equivalent to lieutenant or higher. Thorough knowledge of modern law enforcement principles, procedures, techniques, and equipment. Thorough knowledge of applicable laws and ordinances applicable to police departments.

DOMICILE REQUIREMENT:

There is a legal requirement that each new appointee to the Excepted and Executive Service either: (1) be domiciled in the District of Columbia at the time of appointment; or (2) establish District domicile within 180 days of appointment. The law also requires that Excepted and Executive Service employees maintain District domicile during the period of the appointment. Failure to maintain District domicile during the period of the appointment will result in forfeiture of employment.



APPENDIX B

Public Safety Perceptions Survey

Police Effectiveness

1) How would you rate the overall effectiveness police around the country?

| Very Effective | Effective | Ineffective | Very Ineffective | Do Not Know |
|----------------|-----------|-------------|------------------|-------------|
| () | () | () | () | () |

2) How would you rate the overall effectiveness of the Metropolitan Police Department?

| Very Effective | Effective | Ineffective | Very Ineffective | Do Not Know |
|----------------|-----------|-------------|------------------|-------------|
| () | () | () | () | () |

3) Which of the following investments do you believe would most reduce crime in the District? (Rank top three choices)

- _____ Investments in community-based organizations
- _____ Investments in schools
- _____ Investments in job training programs
- _____ Investments in policing
- _____ Investments in mental health and trauma services
- _____ Investments in physical infrastructure (such as lighting and cameras)
- _____ Investments in substance abuse treatments

4) Which of the following qualities of a police department do you believe can most reduce crime in the District? (Rank top three choices)

- _____ Enforcement of nuisance crimes (open alcohol container, marijuana usage in public)
- _____ Police training
- _____ Responsiveness to 911
- _____ Increased police presence
- _____ Community-police relationships
- _____ Solving violent crimes
- _____ Improved physical infrastructure (such as police cameras)
- _____ Targeting illegal guns
- _____ Targeting illegal narcotics (such as PCP, heroin, synthetic drugs)



Police Chief

5) Please rank these potential personality traits for a Chief of Police: (Rank top three choices)

- _____ Clear vision and goals
- _____ Communication skills
- _____ Community oriented
- _____ Creativity
- _____ Flexibility to change opinions
- _____ Fosters high morale among police officers
- _____ Honesty and integrity
- _____ Self confidence
- _____ Teamwork with other government agencies

6) How important are the following professional experiences of a Chief of Police for the District of Columbia? (Rank top three choices)

- _____ Familiarity with the District of Columbia (lived or worked in DC)
- _____ Is a current or former Police Chief
- _____ Worked in a large city (comparable to DC or larger)
- _____ Worked in a diverse city
- _____ Has a record of crime reduction
- _____ Has a record of effective community policing
- _____ Has a record of innovative (non-law enforcement) approaches to reducing crime



APPENDIX C

Public Safety Survey

Experiences with Police

1) How often do you have an interaction with the Metropolitan Police Department? (Any type of interaction)

- Daily Monthly Less than once per year
 Weekly A few times a year Never

2) Which of the following best describes these interactions?

- Very positive Neutral Very negative
 Positive Negative Not applicable

3) How would you describe your monthly level of involvement with community-police programs (community walks, neighborhood watch, crime prevention programs)?

- Very Involved (12+ Hours) Slightly Involved (1 - 6 Hour(s))
 Involved (7 - 12 Hours) Not Involved

4) Do you have any other comments about your interactions with the Metropolitan Police Department?

Police Effectiveness

5) How would you rate the effectiveness of police AROUND THE COUNTRY?

- Very Effective Ineffective Do Not Know
 Effective Very Ineffective

6) How would you rate the effectiveness of the METROPOLITAN POLICE DEPARTMENT?

- Very Effective Ineffective Do Not Know
 Effective Very Ineffective

7) In your opinion, what is the most important quality of a highly effective police department?



8) Which of the following police actions do you think are most effective at improving public safety?

| | Not Effective | Somewhat Effective | Effective | Very Effective | Don't Know |
|--|----------------------|---------------------------|------------------|-----------------------|-------------------|
| Enforcement of nuisance crimes (open alcohol container, marijuana usage in public) | () | () | () | () | () |
| Increasing/Improving police training | () | () | () | () | () |
| Responsiveness to 911 calls for service | () | () | () | () | () |
| Increasing police presence | () | () | () | () | () |
| Improving community-police relationships | () | () | () | () | () |
| Solving violent crimes | () | () | () | () | () |
| Improving physical infrastructure (such as police cameras) | () | () | () | () | () |
| Targeting illegal guns | () | () | () | () | () |
| Targeting illegal narcotics (such as PCP, heroin, synthetic drugs) | () | () | () | () | () |
| Enforcing traffic laws | () | () | () | () | () |
| Increasing the size of the police force | () | () | () | () | () |



9) Which of the following areas do you think the Metropolitan Police Department should prioritize in the next few years?

| | Not Effective | Somewhat Effective | Effective | Very Effective | Don't Know |
|--|----------------------|---------------------------|------------------|-----------------------|-------------------|
| Enforcement of nuisance crimes (open alcohol container, marijuana usage in public) | () | () | () | () | () |
| Increasing/Improving police training | () | () | () | () | () |
| Responsiveness to 911 calls for service | () | () | () | () | () |
| Increasing police presence | () | () | () | () | () |
| Improving community-police relationships | () | () | () | () | () |
| Solving violent crimes | () | () | () | () | () |
| Improving physical infrastructure (such as police cameras) | () | () | () | () | () |
| Targeting illegal guns | () | () | () | () | () |
| Targeting illegal narcotics (such as PCP, heroin, synthetic drugs) | () | () | () | () | () |
| Enforcing traffic laws | () | () | () | () | () |
| Increasing the size of the police force | () | () | () | () | () |

10) Please share your thoughts on what the Metropolitan Police Department will need to focus on in the next few years.



Police Chief

11) How important are the following professional experiences for someone applying to be the Chief of Police for the Metropolitan Police Department?

| | Not Important | Slightly Important | Important | Very Important |
|---|----------------------|---------------------------|------------------|-----------------------|
| Familiarity with the District of Columbia (lived or worked in DC) | () | () | () | () |
| Is a current or former Police Chief | () | () | () | () |
| Worked in a large city (comparable to DC or larger) | () | () | () | () |
| Worked in a diverse city | () | () | () | () |
| Has a record of crime reduction | () | () | () | () |
| Has a record of effective community policing | () | () | () | () |
| Has a record of innovative (non-law enforcement) approaches to reducing crime | () | () | () | () |

12) Please share your thoughts on what professional experiences a candidate should have. Please feel free to highlight professional experiences not listed above that you think are important for the job of Police Chief.

13) What are the top 3 most important issues you think the Chief of Police should focus on?

Issue 1: _____
 Issue 2: _____
 Issue 3: _____



14) When thinking about the potential leadership qualities for a Police Chief of the Metropolitan Police Department, which of the 10 qualities listed below are the most important for the job? Please select the FIVE most important from the list below.

- Has high ethical and moral standards
- Provides clear vision and goals
- Builds high morale among police officers
- Is committed to ongoing training
- Is creative and open to new ideas
- Is approachable and can relate to others
- Optimistic about the future
- Willingness to listen
- Strong work ethic
- Strong communicator

15) Please share your thoughts on what additional leadership or personal qualities a candidate should have. Feel free to highlight qualities not listed above that you think are important for the job of Police Chief.

16) Please share any other thoughts that you have on public safety or the search for a permanent Chief of Police.

17) Which Ward do you live in?

- Ward 1
- Ward 2
- Ward 3
- Ward 4
- Ward 5
- Ward 6
- Ward 7
- Ward 8
- Not a DC resident

18) What is your gender identity?

- I identify as Male
- I identify as Female
- Do not identify using the gender binary

19) Which of the following best describes you? (Please select all that apply)

- African American/Black
- American Indian/Alaskan Native
- Asian American/Asian
- Multi-Racial
- Native Hawaiian/ Pacific Islander
- Hispanic/Latino
- White/Caucasian
- Middle Eastern/North African
- Other - Write In:

20) How old are you?

21) How long have you lived in the District?

- Less than a Year
- 1-5 Year(s)
- 6-10 Years
- 11-15 Years
- 16-20 Years
- More than 20 Years
- I do not live in District



APPENDIX D:

Analysis of the public safety survey results

Sampling Methodology

We distributed a link to the online survey form via email and social media. Although we did not have a systematized sampling methodology, the survey was viewed and/or started by over 6,453 people as of Sunday afternoon, February 12. Of these, about 3,900 respondents completed the survey and of those, we were able to identify a subset of 3,281 responses that are probable residents of the District of Columbia. Since Sunday, we have collected another several hundred responses through paper forms and through the online form that have not yet been incorporated into the analysis.

Our sample is not necessarily a representative sample of the city's residents. Although there are a number of complex ways to weight or balance the sample after collection, we instead take the simpler path of looking at how responses differ across demographic and geographic groups. Where appropriate, we account for intragroup correlation of responses through clustering of standard errors, which has the effect of widening the confidence intervals around point estimates. Overall, our sample over-represents white residents and residents of Wards 1, 4, and 6. It may be slightly older than the population and it may over-represent employees of the District government. The main limitation of the present sample is that it is harder to speak with confidence about the overall preferences of the District. Our sample is large enough, however, that we can confidently speak to the preferences of specific groups of people within the District. We leave the weighting of these responses to policy makers.

Sample characteristics

Survey reach

Our survey reached over 7,000 individuals through three distribution channels: digital online form, paper form at senior centers, and paper form at DPR facilities. Looking at all survey respondents, including incompletes:

| source | Freq. | Percent | Cum. |
|-------------------|-------|---------|--------|
| Online | 3,851 | 53.52 | 53.52 |
| Online/incomplete | 2,627 | 36.51 | 90.03 |
| Sr Center | 310 | 4.31 | 94.34 |
| DPR | 407 | 5.66 | 100.00 |
| Total | 7,195 | 100.00 | |



Exclusions

For the purposes of this analysis, we exclude (a) everyone who self-identified as a non-resident, (b) all partially completed responses, (c) those age 15 or under, (d) those who reported neither their ward, age, or gender. This leaves us with a final sample of 4,003 responses. Note that this includes 46 respondents who did not report their ward; however, we have opted to include them because they otherwise met the survey completion threshold, responded to most of the demographic questions, and identified as residents of the District. For the remainder of this analysis, we refer only to the final sample of 4,003 respondents.

| Source | Freq. | Percent | Cum. |
|-----------|-------|---------|--------|
| Online | 3,338 | 83.39 | 83.39 |
| Sr Center | 300 | 7.49 | 90.88 |
| DPR | 365 | 9.12 | 100.00 |
| Total | 4,003 | 100.00 | |

Geography

We received the most responses from Wards 1 and 6 and the least from Wards 7 and 8. The survey was also distributed in paper format to senior centers and DPR facilities. The senior center pulled responses disproportionately from Ward 8 and from the elderly.

The table below shows both the percentage of respondents from each ward as well as the actual population percentage based on the ACS 5-year rolling estimate. Wards 7 and 8 are underrepresented in the sample while Wards 1 and 6 are over-represented.

| Ward | Freq. | Percent | ACS |
|--------|-------|---------|------|
| Ward 1 | 728 | 18.19 | 12.9 |
| Ward 2 | 332 | 8.29 | 12.0 |
| Ward 3 | 403 | 10.07 | 13.1 |
| Ward 4 | 642 | 16.04 | 13.0 |
| Ward 5 | 613 | 15.31 | 13.0 |
| Ward 6 | 647 | 16.16 | 12.7 |
| Ward 7 | 307 | 7.67 | 11.1 |
| Ward 8 | 285 | 7.12 | 12.4 |
| . | 46 | 1.15 | |
| Total | 4,003 | 100.00 | |

The mean age of the senior center respondents was 72.1. This is significantly higher than the mean age of respondents to the DPR and online surveys, which were 40.7 and 39.3, respectively. The difference between the ages of respondents at to the online survey and at the DPR facilities was not, however, statistically significant.



Gender

Our sample was disproportionately female. This was most prominent at the senior centers, where only 17.8 percent of respondents were male. Note that the non-male category here includes both respondents who identify as female and those who do not identify using the gender binary (1.9 percent of respondents across our entire sample).

| gender | Freq. | Percent | Cum. |
|--------|-------|---------|--------|
| Male | 1,413 | 36.46 | 36.46 |
| Female | 2,388 | 61.61 | 98.07 |
| Other | 75 | 1.93 | 100.00 |
| Total | 3,876 | 100.00 | |

Gender breakdown by survey distribution channel:

| source | male | | Total |
|-----------|-------|-------|--------|
| | 0 | 1 | |
| Online | 63.06 | 36.94 | 100.00 |
| Sr Center | 82.00 | 18.00 | 100.00 |
| DPR | 65.48 | 34.52 | 100.00 |
| Total | 64.70 | 35.30 | 100.00 |

Ethnicity

Overall our sample was majority white (50.3 percent). ACS estimates place the percentage of Caucasian residents of the District at 40.2 percent. Our sample over-represents white residents, who comprise 58.3 percent of our sample, and under-represents all other ethnicities. African Americans comprised the second largest group of respondents (31.4 percent). Representation of other ethnicities drops off quickly thereafter. Note that we recorded ethnicity as follows:

For respondents who identified one ethnicity only, we defined that as their ethnicity. For respondents who identified multiple ethnicities, we coded them as multiracial. However, if they identified two ethnicities and one of those was Caucasian, we then coded them as the non-Caucasian ethnicity.

In the second table below, we have combined the ethnic categories that comprise less than four percent of the sample into the “other” category for ease of analysis.



| Ethnicity | Freq. | Percent | Cum. |
|------------------------------|--------------|---------------|--------|
| Caucasian | 2,013 | 50.29 | 50.29 |
| African American | 1,254 | 31.33 | 81.61 |
| Multiracial | 206 | 5.15 | 86.76 |
| Hispanic/Latino | 183 | 4.57 | 91.33 |
| Asian/Asian American | 137 | 3.42 | 94.75 |
| Other | 94 | 2.35 | 97.10 |
| Unknown | 65 | 1.62 | 98.73 |
| Middle Eastern/North African | 26 | 0.65 | 99.38 |
| American Indian | 18 | 0.45 | 99.83 |
| Pacific Islander/Hawaiian | 7 | 0.17 | 100.00 |
| Total | 4,003 | 100.00 | |

Looking at the ethnic composition across our different survey modalities, we see that (a) the paper forms at the senior centers and DPR facilities were noticeably more African American than the online survey.

| Source | Ethnicity (simplified) | | | | | Total |
|--------------|------------------------|-------------|-------------|--------------|-------------|---------------|
| | African A | Multiracial | Latino | Caucasian | Other | |
| Online | 23.01 | 5.30 | 4.73 | 58.30 | 8.66 | 100.00 |
| Sr Center | 83.67 | 1.67 | 2.00 | 4.67 | 8.00 | 100.00 |
| DPR | 64.38 | 6.58 | 5.21 | 14.52 | 9.32 | 100.00 |
| Total | 31.33 | 5.15 | 4.57 | 50.29 | 8.67 | 100.00 |

Survey results

Interactions with police

How often do you interact with MPD?

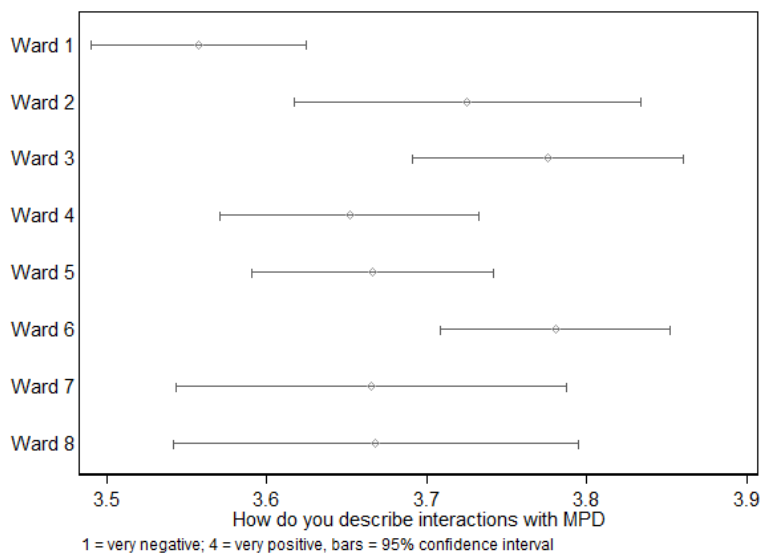
| Frequency of interactions with MPD | Online | Sr Center | DPR | Overall |
|------------------------------------|---------------|---------------|---------------|---------------|
| Daily | 4.72 | 3.70 | 11.85 | 5.29 |
| Weekly | 9.56 | 6.06 | 13.22 | 9.64 |
| Monthly | 10.32 | 4.38 | 11.29 | 9.96 |
| A few times a year | 35.04 | 22.22 | 25.34 | 33.20 |
| Less than once per ye | 28.63 | 24.92 | 19.01 | 27.48 |
| Never | 11.73 | 38.72 | 19.28 | 14.43 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 |



Which of the following describes these interactions?

| Description | Online | Sr Center | DPR | Overall |
|---------------|--------|-----------|--------|---------|
| Very negative | 1.82 | 1.63 | 2.92 | 1.91 |
| Negative | 5.77 | 4.35 | 7.14 | 5.82 |
| Neutral | 32.52 | 28.26 | 44.16 | 33.33 |
| Positive | 41.53 | 41.30 | 26.62 | 40.19 |
| Very positive | 18.35 | 24.46 | 19.16 | 18.75 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 |

Here's how this breaks down by ward:



| Level of involvement with community-police programs (monthly) | source | Total |
|---|--------|--------|
| | Online | |
| Not Involved | 76.94 | 76.94 |
| Slightly Involved (<7) | 16.79 | 16.79 |
| Involved (7-12 hrs) | 3.36 | 3.36 |
| Very Involved (12+ hrs) | 2.91 | 2.91 |
| Total | 100.00 | 100.00 |

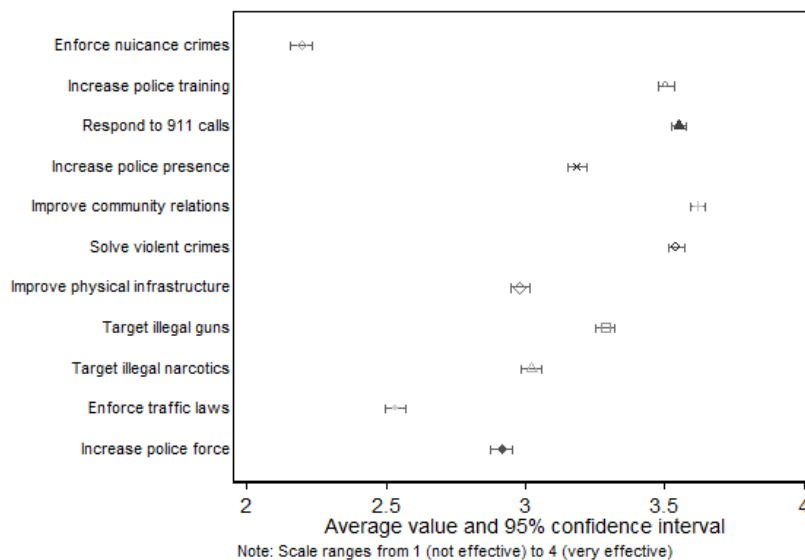


| Effectiveness of police around the country | Online | Sr Center | DPR | Total |
|--|--------|-----------|--------|--------|
| Very Ineffective | 8.27 | 11.65 | 14.45 | 9.01 |
| Ineffective | 28.71 | 29.13 | 35.36 | 29.29 |
| Effective | 59.13 | 48.54 | 42.21 | 57.02 |
| Very Effective | 3.89 | 10.68 | 7.98 | 4.68 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 |

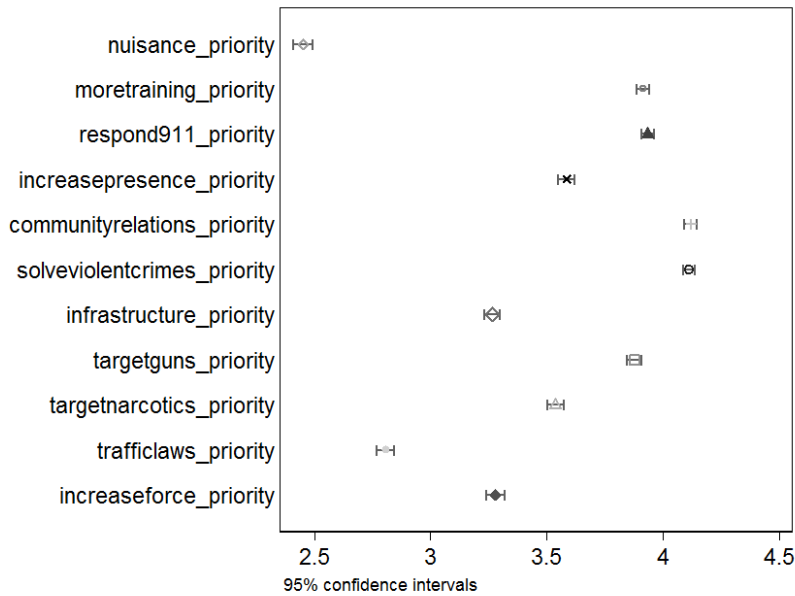
| Effectiveness of MPD | Online | Sr Center | DPR | Total |
|----------------------|--------|-----------|--------|--------|
| Very Ineffective | 4.64 | 7.87 | 8.66 | 5.18 |
| Ineffective | 22.15 | 17.13 | 23.83 | 21.97 |
| Effective | 62.74 | 61.57 | 57.40 | 62.23 |
| Very Effective | 10.47 | 13.43 | 10.11 | 10.63 |
| Total | 100.00 | 100.00 | 100.00 | 100.00 |

Effectiveness of specific police actions

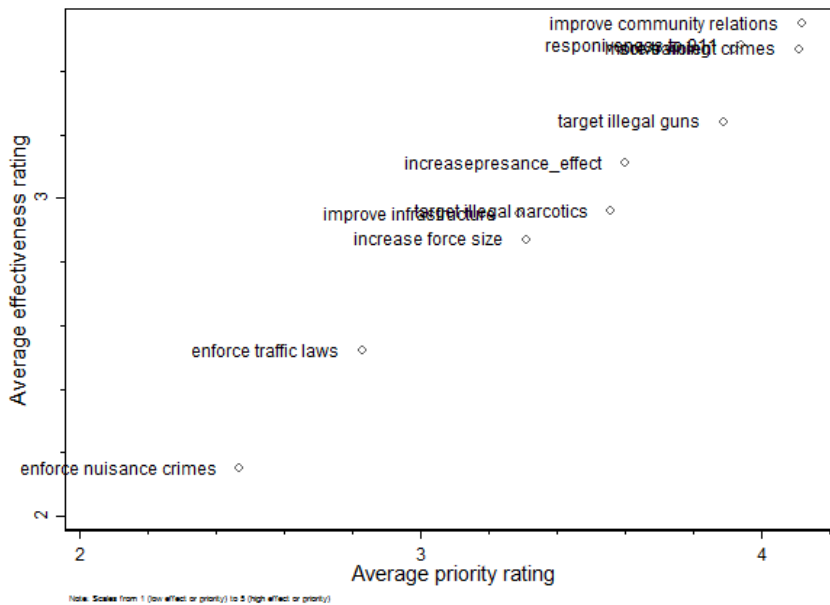
We first asked respondents about their perceived effectiveness of different police activities. Although some areas of police activity clearly had a perceived low level of effectiveness, such as enforcing nuisance crimes, others clearly rose to the top (such as improving community relations). What is not clear, however, is the relative perceived effectiveness among closely grouped categories. It is hard to say with confidence, for example, that improving community relations is more important than improving responsiveness to 911 calls.



We also asked respondents about how they would prioritize these areas of police activity.

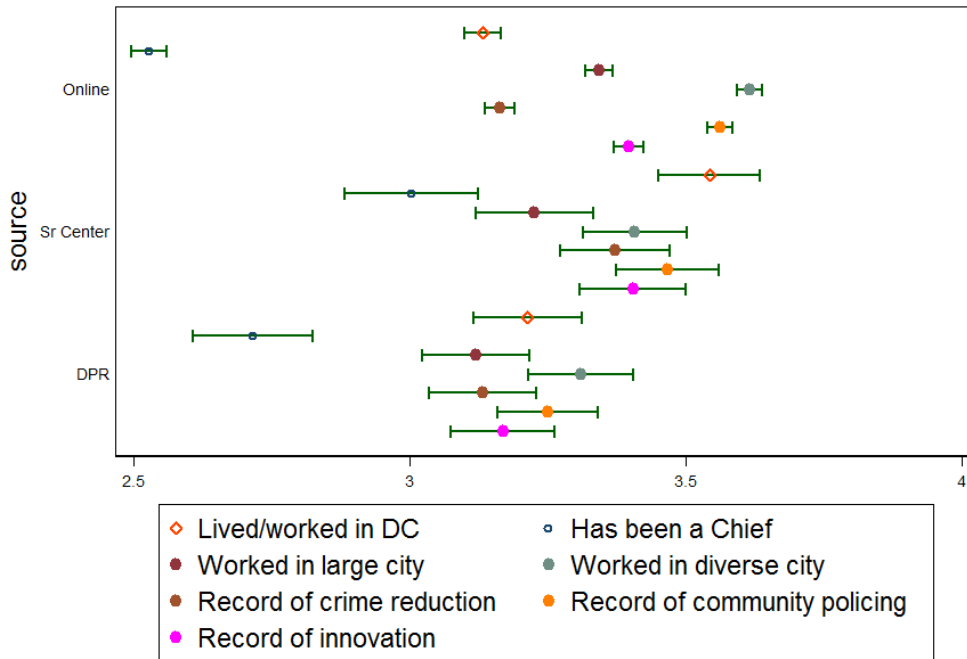
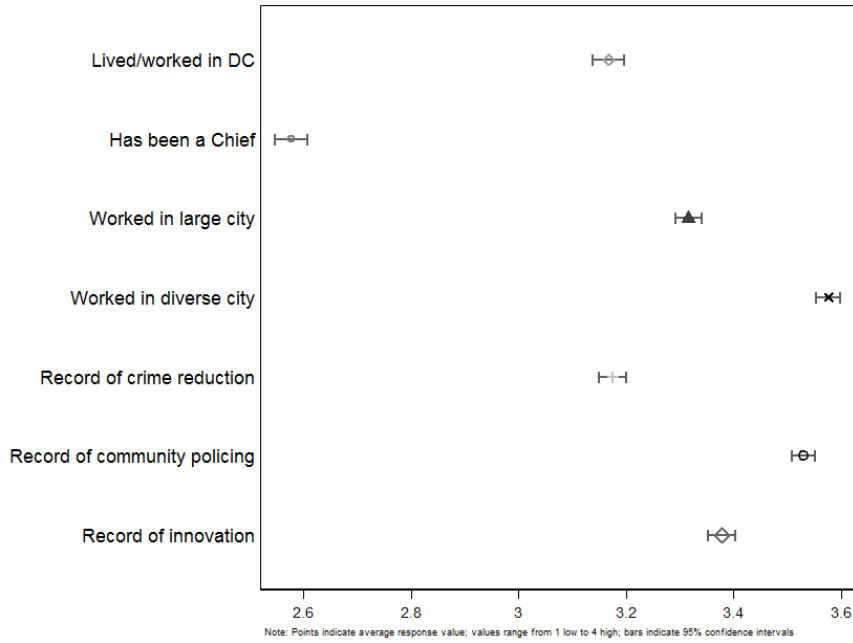


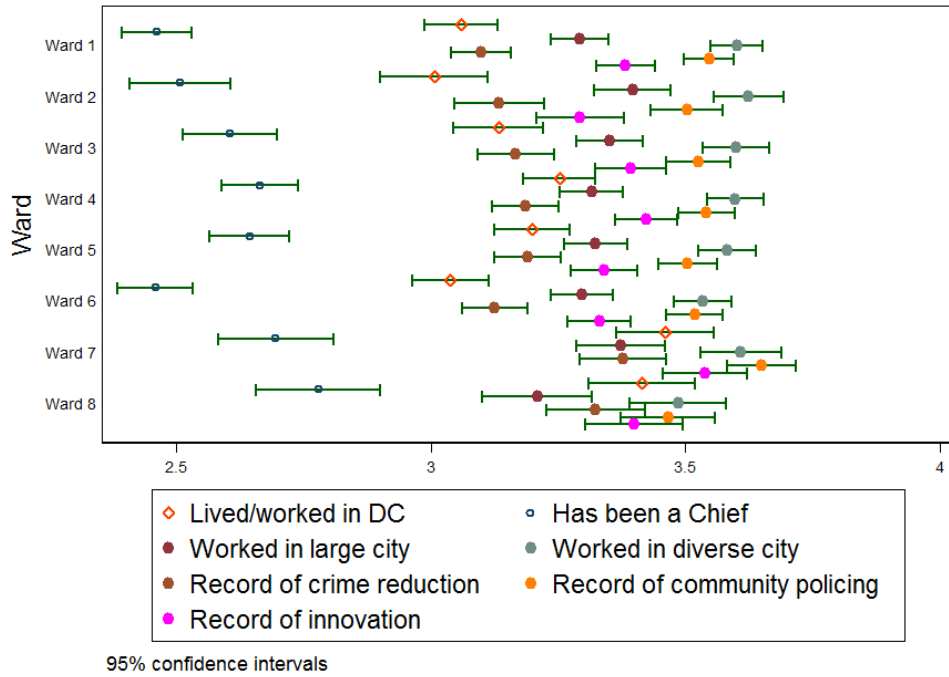
Finally, we compared the perceived level of effectiveness with the perceived level of prioritization. Although it is a little hard to make out in the upper right corner, four areas emerged as having both clear perceived effectiveness and as deserving of a high priority: improving community relations, responsiveness to 911 calls, more training, and solving violent crimes.



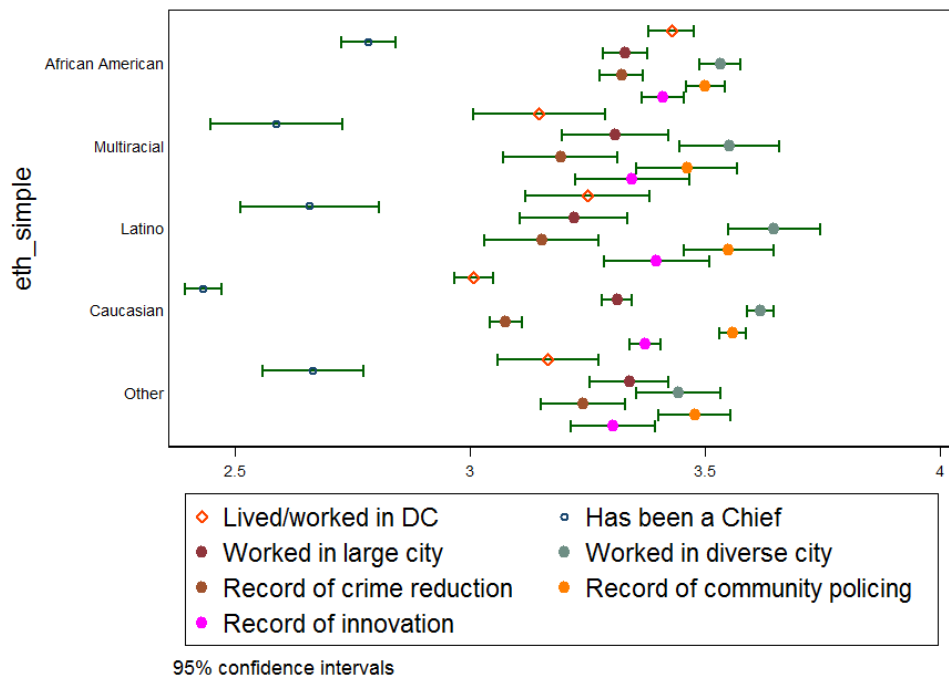
Characteristics of a chief of police

Characteristics

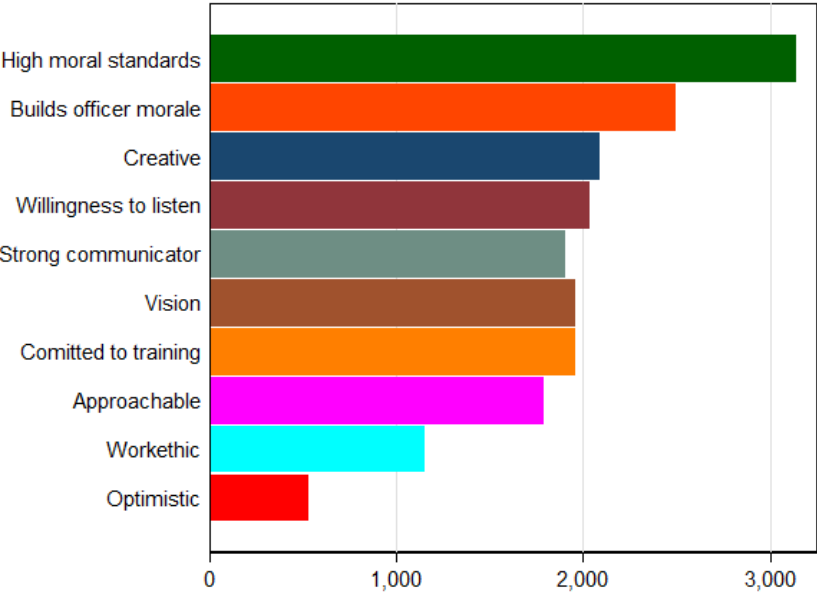




Ds



Respondents also selected the most...



APPENDIX E:

Sample of Comments by Participants from Online Public Survey

| WHAT IS THE MOST IMPORTANT QUALITY OF A HIGHLY EFFECTIVE POLICE DEPARTMENT? | WHAT ARE THE THREE MOST IMPORTANT ISSUES TO YOU? |
|--|--|
| Interacting with the community in a respectful professional positive manner | Crime reduction Strong Leader Community Friendly |
| People who look and have similar backgrounds or know people from the community in which they serve. These always make for a better understanding of situations from both the residents and officers. | Violent Crime Repeat Offenders Community Policing |
| Community policing, partnering with social services and public education. Enhancing community development and economic development programs. Supporting the legalization of cannabis. | Violent Crime Community Building Education |
| Having the trust of the community and having transparency. | Improving trust between police and the community. Focus on de-escalation training for all officers. Responsiveness to requests for help. |
| Engagement and understanding the community they serve, also being given support through leaders at the Council and executive level. This includes clear guidance and providing tools on enforcing policy/laws enacted by Council. | |
| A commitment to holistic policing including outreach and proactive community policing, combined with a commitment to equality and transparency that holds police officers accountable for their actions and works to make sure all citizens are treated equally by officers. | Proactive approaches to building community-police relationships. Transparency and accountability about/for officers' behavior. Decreasing recidivism and the number of people committing crimes who already have long records. |



| | |
|--|--|
| De-escalation and engagement training | Training Retention of trained officers Community policing |
| Highly engaged with and have positive relationships with community, and not just community leaders and middle-class citizens, but with those groups who are most heavily policed, e.g. young men/African-American. | Community policing Police training |
| A reputation for responsiveness, community engagement, and fairness. It is very important that the department be fully staffed and well trained. | Community involvement Police moral Working w/ govt. officials |
| Diversity of the police force | Illegal guns community relationships narcotics |
| Ability to act fast and proactively | Increasing police presence at the neighborhood level |
| Relationship with the community; improving case closure rates especially in minority neighborhoods; increasing use of de-escalation efforts; increasing officers' abilities to handle calls involving someone with mental health issues in a way that does not involve arrest when there is no actual crime committed. | Relationships with community Agency culture change Gun violence |
| Responsiveness, education, and a connection to the community they serve. Know the kids, walk the beat, and gain the trust of the community so they can help you do your job. | Better benefits for police because we are losing talent Violent crime Alternatives to arrests for drug abusers |
| Community presence and transparent reporting, these I do not see in my community but would like to. | Community Policing Increasing police presence Reducing guns in the community |
| I know the former Chief achieved and sustained a very high approval rating from DC residents. She is an amazing person and Chief. I like her as a person. But as we begin a search for a new police chief, it may be healthy to look at the role police departments have taken as the sole respondent to ALL types of cases; disputes between neighbors, domestic violence disputes, engaging youth, engaging persons experiencing homelessness or mental health issues on the street. Police Officers too often do not have the skills, training, to be the first and sometimes only, responder in these cases. MPD and police departments across the country have taken on too many roles and responsibilities since | Training Supervision Responsiveness |



| | |
|--|--|
| the 911 system was put in place. Mayor Bowser is on the right track - - many "public safety" incidents are indeed "public health" incidents that should be addressed by persons with appropriate trainings. An effective MPD would be led by a Mayor that designs teams of first responders with the appropriate skills and training to engage. MPD cannot and should not be the first responders to as many calls as they are. Create a 24 hour first- and second-responder team consisting of District agencies and community based organizations familiar with the neighborhoods and neighbors. | |
| Preventing crime without unjustly burdening racial and ethnic minorities with brutality and surveillance. Not picking out people and humiliating them because they are from a certain group. | Building culture of empathy, accountability, transparency among police force Community relations Innovation crime prevention |
| Officers who are from the community, look like the community, and work on behalf of the community's interests. | Community relations |
| Given the opportunity and trust to effectively enforce the law without political interference, they would be able to work more to protect and serve the public and not special interests. | Drug & Gun interdiction Petty crimes and Traffic laws |
| Awareness of community/neighborhood issues, proactive measures to monitor, sufficient staff to address even the little problems (i.e., I have seen police sitting next to a crosswalk countless times that do nothing when cars blow through the crosswalk despite pedestrians in the middle). These may not be huge crimes, but the fact that the police are there doing nothing about it contributes to the perception that MPD doesn't care about the average D.C. resident and won't do anything to stop minor offenses. | Violent crime Public safety Narcotics |
| Engaged with the community, getting out of the car, walking, talking... Responding to citizens when they are approached. Police is responsive when I call 911, normally within 3 minutes they are there. But when hanging in a neighborhood seems a mixed bag in their willingness to respond. | Illegal drugs. Violent crime Training of police force |
| The most important quality of a highly effective police department is seeing them active in the community, on a regular basis, not just when there is an incident. | No comment |
| Police are put in place to police the law, not police people. They are ambassadors for the law. They should be in the community to help prevent crime as opposed to just responding to incidents | Community relations Transparency Crime reduction |
| Police need to be highly educated and trained in de-escalation techniques, community building and interpersonal skills. I think too much emphasis is on out gunning criminals and not enough | Community policing De-escalation techniques Training |



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| <p>focus on outsmarting criminals. I know the police have a very tough job and I want to make sure that they have all the tools and training to make sure that they are safe so they can make sure we are safe. Their cadet training should be more comprehensive and focus more on the psychology of criminal behavior/policing and how to manage and deal with trauma effectively (with themselves and others).</p> | |
| <p>A highly effective police department is one that routinely evaluates its effectiveness and requests input from the community so it can remain vigilant and helpful within the community. Many times they sit in their car and text or just look at you like they want to arrest you or look in unfriendly way. They do not dismiss crowds or when youth are being loud and causing problems, they will just not be very proactive. The noise and chaos causes people to feel fearful.</p> | <p>Community response Vigilant Responsive</p> |

