

MPD Compliance with Use of Force Recommendations

February 14, 2021

A report by The Bromwich Group LLC



Audit Team
The Bromwich Group LLC

Office of the District of Columbia Auditor

February 14, 2022

The Hon. Charles Allen, Chairman
Committee on Public Safety and the Judiciary
The John Wilson Building
1350 Pennsylvania Avenue, N.W.
Washington, DC 20004

Dear Councilmember Allen:

I am pleased to share the following status report on the Metropolitan Police Department (MPD) implementation of recommendations in two reports by The Bromwich Group for the Office of the D.C. Auditor on officer-involved fatalities in the District: [The Metropolitan Police Department and Use of Deadly Force: Four Case Studies 2018-2019](#) and [The Metropolitan Police Department and the Use of Deadly Force: The Deon Kay Case](#).

Based on the information provided by the Department and the documentation reviewed by members of The Bromwich Group, it appears that most of our recommendations are either fully implemented or in progress. Chief Robert J. Contee, III, and his team are to be congratulated on this significant progress. At the same time many of the steps represent new or strengthened policies. It will be critical to see that the written policies are put into practice with fidelity. I hope you and the Committee consider these issues in your ongoing oversight.

There is one important recommendation that has not been implemented despite the Chief's public commitment: Public release of the Use of Force Review Board's conclusions and the Internal Affairs Division's final investigative report on each MPD use of force investigation. The Department has indicated that they have not moved forward based on objections of the Fraternal Order of Police. This, too, is a matter the Committee may wish to review.

ODCA will return to these issues in a third and final report on the remaining officer-involved fatality in our audit scope, that of Karon Hylton-Brown. The Bromwich team will complete a final report on that case after the criminal charges are resolved and the Department conducts its own internal investigation. That report will reflect progress made on recommendations from the three reports and provide a fuller picture of both policy and practice on use of force within the department. Please let me know if you have any questions and thank you for your leadership on these critical issues.

Sincerely yours,



Kathleen Patterson
District of Columbia Auditor

cc: Councilmembers

Glossary of Terms

IAD	Internal Affairs Division
UFRB	Use of Force Review Board
GO	General Order
FIT	Force Investigation Team
MPA	Metropolitan Police Academy
OUC	Office of Unified Communications
ERT	Emergency Response Team
BWC	Body Worn Camera
FOP	Fraternal Order of Police
PDT	Professional Development Training

The Metropolitan Police Department and the Use of Deadly Force: Four Case Studies 2018-2019, Published March 23, 2021

ODCA Recommendations – Four Case Studies	Recommendation Status Provided by MPD (as of 1/23/22)	Bromwich Group Comments
<p>1. IAD Should Broaden Its Investigation and Analysis of Use of Force Incidents.</p> <p>This includes investigating and presenting to the UFRB risk management issues, the adequacy of training, and analysis of the events leading up to, and following, the incident. (Target: Dec. 2021)</p>	<p>COMPLETE</p> <p>IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force), which was published on 1/1/22.</p>	<p>Agree that implementation of policy revisions is complete. The cases will show whether the revisions are being applied in practice.</p>

ODCA Recommendations – Four Case Studies	Recommendation Status Provided by MPD (as of 1/23/22)	Bromwich Group Comments
<p>2. IAD Should Enhance the Training of IAD Investigators who Handle Serious Use of Force Cases.</p> <p>MPD should restructure IAD so that it contains specialists in conducting use of force investigations. MPD should provide the use of force specialists with comprehensive, specialized training similar to the training that was provided to Force Investigation Team (FIT) when it was formed in 1999. (Target: Dec. 2021)</p>	<p>COMPLETE</p> <p>MPD re-instituted the Force Investigation Team on June 15, 2021. Prior to that, the agents received specialized training on their duties. The recommendation was also incorporated into GO 901.07 (Use of Force), which was published on 1/1/22 and the FIT Manual which was published on 1/10/22.</p>	<p>Agree recommendation is complete.</p> <p>The 2022 FIT manual was developed by IAD and the challenge is whether it produces results at the level of the original FIT team.</p>
<p>3. The UFRB Should Conduct a More Thorough Decision Point Analysis as Part of Its Review.</p> <p>UFRB should carefully scrutinize the various decision points faced by the officers involved in the incident. (Target: Dec. 2021)</p>	<p>COMPLETE</p> <p>The UFRB implemented this recommendation in the fall of 2021, and the recommendation was added to GO 901.07 (Use of Force), which was published on 1/1/22.</p>	<p>Agree recommendation has been incorporated into revised order.</p>

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<p>4. The UFRB Should Provide Specific Recommendations Related to Training, Policy, and Best Practices. Even where the UFRB does not believe a formal “tactical improvement opportunity” classification is warranted, UFRB should still make a practice of providing soft feedback and training recommendations where warranted (i.e., remind officers of best practices). Even in cases where there is no clear violations of policy or training by MPD members, it is critical that the UFRB identify breakdowns in communications, process, and tactics to MPD leadership, the MPA, and OUC to ensure it does not happen again. (Target: Dec. 2021)</p>	<p>COMPLETE In July 2021, the UFRB added a scribe to take notes and document the Board’s feedback. Additionally, the Board developed a memorandum incorporating any feedback or recommendations related to the case that is now sent to the Chief of Police after each hearing (if there are any recommendations).</p>	<p>Agree recommendation has been incorporated into revised order.</p>
<p>5. IAD Should Designate and Train Force Investigation Specialists. We recommend that MPD provide intensive, specialized training to a select group of IAD investigators who can serve as the lead investigator in all serious use of force incidents. IAD should craft training (and re-training) programs for all investigators assigned to use of force incidents that includes conducting a thorough tactical analysis; reviewing the decisions that led to the use of force, not merely the use of force itself; and analyzing policy, training, and equipment issues in each incident. (Target: Dec. 2021)</p>	<p>COMPLETE MPD re-instituted the Force Investigation Team on June 15, 2021. Prior to that the agents received specialized training on their duties. The recommendation was also incorporated into GO 901.07 (Use of Force), which was published on 1/1/22 and the FIT Manual which was published on 1/10/22.</p>	<p>Agree recommendation has been implemented through the formation of a new FIT squad.</p>
<p>6. The USAO Should Issue Detailed Declination Letters.</p>	<p>N/A</p>	<p>MPD-USAO discussions have occurred but have not yet resulted in movement on this recommendation.</p>

ODCA Recommendations – Four Case Studies	Recommendation Status Provided by MPD (as of 1/23/22)	Bromwich Group Comments
<p>7. MPD Should Release IAD’s Final Investigative Report and the UFRB’s Conclusions to the Public.</p> <p>We recommend that MPD make its own Internal Affairs Division Final Investigative Report, as well as the document setting forth the UFRB’s conclusions, public in some form. We recognize that this raises sensitive issues for MPD, particularly given the comprehensive analysis we advise in our other recommendations. Nevertheless, at present, there is no public disclosure of the details or findings of the investigation. This information gap leads to a lack of public confidence in MPD’s investigations, and can lead to public speculation and erroneous allegations of misconduct.</p> <p>(Target: Dec. 2021)</p>	<p>IN PROGRESS</p> <p>Draft update to GO 901.07 (Use of Force) complete. However, the Union filed a class grievance objecting to the release of investigations on 12/21/21. MPD is continuing to engage in bargaining with the Union on this issue.</p>	<p>The police union has claimed that releasing MPD reports of investigation would violate the collective bargaining agreement although there is no language in the current CBA specific to this issue. MPD had no specific timeline for resolution of this issue.</p>

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<p>8. Improve UFRB’s Use of Force Classifications. MPD Should Require the UFRB to Make Five Findings in all Serious Use of Force Cases.</p> <p>The findings are:</p> <ol style="list-style-type: none"> 1) Identify the allegations of use of force with specificity and classify them as: “Supported by the Preponderance of the Evidence” or “Not Supported by the Preponderance of the Evidence.” 2) Determine whether the use of force was justified—i.e., whether the actions of the officer were objectively reasonable in the circumstances. 3) Determine whether the use of force incident (and the events surrounding it) were consistent with MPD policy. 4) Determine whether the officer requires “tactical improvement endeavors” or more formal re-training. 5) Provide additional recommendations related to: (a) areas for policy and training improvements; (b) risk management issues; (c) equipment concerns; and (d) areas for officer improvement that do not require formal re-training. (Target: Dec. 2021) 	<p>COMPLETE</p> <p>The recommendation was incorporated into GO 901.07 (Use of Force), which was published on 1/1/22.</p>	<p>Agree recommendation is complete.</p> <p>It will be critical that the reports that are publicly released define terms like “insufficient evidence” clearly and transparently so that findings are not taken out of context.</p>
<p>9. Scope of IAD Investigations.</p> <p>IAD investigators should be provided guidance that the scope of their investigations is broader than the actions of the officer at the point serious or deadly force is used. The actions, tactics, and decisions of all participants in the event, from the call taker to the responding supervisors, should be assessed against MPD policy requirements and best practices. (Target: Dec. 2021)</p>	<p>COMPLETE</p> <p>IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force), which was published on 1/1/22.</p>	<p>Agree recommendation has been implemented through revised order.</p>

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<p>10. Document De-escalation in Investigations. IAD investigators should explore the possibilities for de-escalation in every investigation and in every interview of an officer engaged in a serious use of force. (Target: Dec. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force), which was published on 1/1/22.</p>	<p>Agree recommendation has been implemented through revised order.</p>
<p>11. Involvement of Academy Personnel in Tactical Review. In all serious use of force cases, the lead investigator should seek assistance from MPA staff responsible for tactical and physical skills training when conducting the investigation’s tactical analysis. IAD should also consider tactical review by Emergency Response Team (ERT) supervisory personnel when there is an attempted high-risk entry. (Target: Dec. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force), which was published on 1/1/22.</p>	<p>Agree recommendation has been implemented through revised order.</p>
<p>12. Decision Point Analysis. The Decision Point Analysis Matrix should provide a meaningful independent analysis of the decision points faced by all participants in the event, including, but not limited to, call takers, dispatchers, assisting officers, and the officer or group of officers using force. The analysis should address not only the decisions made by the officer who used force, but the decisions made by any officer that is relevant to the use of force. Where appropriate, the analysis should identify any policy, training, equipment, or tactical concerns raised by the actions of participants. (Target: Dec. 2021)</p>	<p>COMPLETE The UFRB implemented this recommendation in the fall of 2021, and the recommendation was added to GO 901.07 (Use of Force), which was published on 1/1/22.</p>	<p>Agree recommendation has been implemented through revised order.</p>

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<p>13. Follow-up Interviews. IAD agents should conduct follow-up interviews with important witnesses after the agents have had the opportunity to evaluate initial interviews, BWC footage, and other evidence. (Target: Dec. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was incorporated into the FIT Manual, which was published on 1/10/22.</p>	<p>While we agree recommendation has been implemented through revised order the actual language permitting interviews to be held “when necessary” may undercut the otherwise compliant policy. We believe that follow-up interviews after reviewing all the relevant evidence will generally be necessary.</p>
<p>14. More Rigorous Review and Oversight of Investigations. The UFRB and supervisors in IAD must more carefully scrutinize the recommendations and conclusions of the IAD investigator, and if necessary return the investigation to IAD for additional work. The IAD supervisor should periodically (weekly or bi-weekly) review the investigative file and document each review in writing. The log of reviews should be included as part of the completed investigation file. (Target: Dec. 2021)</p>	<p>COMPLETE IAD has implemented in practice. Draft update to GO 901.07 (Use of Force) complete. Currently negotiating with FOP on impact and effects bargaining.</p>	<p>Agree recommendation has been implemented through revised order. But actual rigorous review and oversight is a matter of practice more than policy.</p>
<p>15. No Leading Questions. IAD supervisors should caution investigators not to use leading questions during interviews of civilian or sworn witnesses of the involved officers. That is especially important when addressing state of mind issues. (Target: Dec. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force) which was published on 1/1/22 and the FIT Manual, which was published on 1/10/22.</p>	<p>Agree recommendation has been implemented through revised order.</p>

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<p>16. Transcription of All Interviews. In serious use of force incidents, all statements from involved officers, witness officers, and civilians should be recorded, transcribed, and included in the investigative file, as required by MPD policy. (Target: Dec. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was also included in GO 901.07 (Use of Force), which was published on 1/1/22, and the FIT Manual, which was published on 1/10/22.</p>	<p>Agree recommendation has been implemented through revised order.</p>
<p>17. Check Vital Signs. MPD should remind officers of the requirement that they check vital signs of people who have been subjected to uses of force, especially deadly force, whenever an officer can safely do so. (Target: Dec. 2021)</p>	<p>COMPLETE The recommendation was incorporated into GO 901.07 (Use of Force) and GO 901.04 (Less-Lethal Weapons), which were published on 1/1/22.</p>	<p>Agree recommendation has been implemented through revised order.</p>
<p>18. No Group Interviews. Whenever possible, group interviews should be avoided. If a group interview is unavoidable, the investigator should attempt to supplement the interview with subsequent individual interviews whenever possible. (Target: Dec. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force), which was published on 1/1/22, and the FIT Manual, which was published on 1/10/22.</p>	<p>Agree recommendation has been implemented through revised order. MPD confirmed there have been no group interviews since FIT was restarted.</p>

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<p>19. Examine All Uses of Force in Incident. Even in cases when an initial use of force is justified, investigators should carefully examine whether subsequent uses of force are also justified and in conformance with MPD policy. (Target: Dec. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force), which was published on 1/1/22, and the FIT Manual, which was published on 1/10/22.</p>	<p>Agree recommendation is complete. We noted GO 901.04 (Less Lethal Force) contains language explicitly requiring independently justifiable, specifically articulated reasons for subsequent taser deployments, and that language is not present in GO 901.07, although GO 901.07 does require justification for subsequent uses of force. That language difference slipped through during the policy revision process and will likely be made consistent when a revised policy is issued.</p>
<p>20. Immediate Reporting. MPD should reinforce as part of in-service training the responsibility of officers and supervisors to report use of force incidents immediately in the aftermath of a serious use of force incident. The training should emphasize the importance of timeliness, as well as incident scene and evidence preservation. (Target: Dec. 2021)</p>	<p>IN PROGRESS MPD’s use of force training that is delivered two times each year as part of semi-annual pistol requalification has been modified to include an emphasis on reporting force immediately and scene and evidence preservation. The lesson plan is currently being finalized.</p>	

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<p>21. More Complete UFRB Documentation.</p> <p>The UFRB should keep a more detailed record of its deliberations in each case. The record should reflect the specific issues discussed by the Board and their specific findings. (Target: Dec. 2021)</p>	<p>COMPLETE</p> <p>In July, the UFRB added a scribe to take notes and document the board’s feedback. Additionally, the Board developed a memorandum incorporating any feedback or recommendations related to the case that is now sent to the Chief of Police after each hearing (if there are any recommendations). This recommendation was also added to GO 901.07 (Use of Force), published 1/1/22.</p>	<p>Agree recommendation has been implemented through revised order and staffing enhancements to assist UFRB.</p>
<p>22. Clarify Definition of Vehicular Pursuit.</p> <p>MPD should re-visit its definition of “vehicular pursuit” and establish easy to understand, objective criteria for when a pursuit occurs. The definition should not be contingent on factors such as whether the officer activates emergency equipment or whether the officer has an adequate basis to pursue the individual. (Target: Dec. 2021)</p>	<p>COMPLETE</p> <p>GO 301.03 (Vehicle Pursuit) was published on 12/30/21.</p>	<p>Agree recommendation has been implemented through revised order.</p> <p>Nevertheless the actual language may not be sufficiently clear with regard to non-fatal crashes that cause serious injury. MPD will continue to review.</p>

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<p>23. Clarify Responsibilities of Off-Duty Officers. MPD should consider whether it has in place adequate policies governing what its officers can and should do when confronted with criminal activity when they are in off-duty status. Its policy on this important issue has not been updated since 2004. In particular, MPD should clarify in policy and training the full applicability of its use of force principles, including de-escalation, when MPD members are off duty. (Target: Dec. 2021)</p>	<p>COMPLETE EO-21-032 (Off-Duty Service Firearms and Police Action) was published on 12/30/21.</p>	<p>Agree recommendation has been implemented through new MPD order.</p>
<p>24. Barricades. MPD should consider enacting or clarifying its policy related to circumstances when a barricade should be ordered and ERT (or other tactical support) should be contacted. (Target: Dec. 2021)</p>	<p>COMPLETE EO-21-033 (Barricaded Subjects/Hostage Situations and Other Unusual Incidents) was published on 12/30/21.</p>	<p>Agree recommendation has been implemented through new order.</p>
<p>25. Deployment of Ballistic Shields. MPD should review its policy on deployment of ballistic shields and consider adding requirements that when an officer requests a shield: (1) a supervisor be notified and (2) the supervisor should respond to the scene of the incident to assess the conditions and decide if ERT should be called. (Target: Dec. 2021)</p>	<p>IN PROGRESS Currently negotiating draft executive order with FOP regarding ballistic shields as part of impact and effects bargaining.</p>	<p>MPD expects negotiations to be complete, and executive order to be issued, in the next few weeks.</p>

ODCA Recommendations – Four Case Studies	Recommendation Status Provided by MPD (as of 1/23/22)	Bromwich Group Comments
<p>26. Training on Use of Ballistic Shields. MPD should ensure that all officers are adequately trained on how to use the ballistic shield, including how the deploying officer is to handle his pistol while holding the shield and the tactical formations to be employed when a shield is being used. (Target: Dec. 2021)</p>	<p>IN PROGRESS Training on the use of ballistic shields will be included as part of CY 2022 Professional Development Training (PDT), which is expected to start in May. The training will be scenario-based and take place at MPD’s Tactical Training Center. Lesson plans are currently being finalized.</p>	<p>Because of the pandemic and civil unrest in 2021, 2021 professional development training is still being completed in early 2022, hence the delay in starting the training until May.</p>
<p>27. Training on Breaching Doors. MPD should review training on how to breach a door, including training on when and how to do so, and the proper equipment to use. Training should be provided on each relevant breaching device available to the officer before the officer is authorized to use it. (Target: Dec. 2021)</p>	<p>IN PROGRESS Training on breaching doors will be included as part of CY 2022 PDT, which is expected to start in May. The training will be scenario-based and take place at MPD’s Tactical Training Center. Lesson plans are currently being finalized.</p>	<p>Because of the pandemic and civil unrest in 2021, 2021 professional development training is still being completed in early 2022, hence the delay in starting the training until May.</p>
<p>28. Dealing with Armed Subjects within Buildings. MPD should provide and reinforce tactical training at regular intervals to relevant MPD personnel on how to approach a location where entry is contemplated and there is indication that an armed subject is within the premises to be entered. The training should address being in the line of fire, stacking, the “fatal funnel,” and seeking cover. (Target: Dec. 2021)</p>	<p>IN PROGRESS Training on dealing with armed subjects in buildings will be included as part of CY 2022 PDT, which is expected to start in May. The training will be scenario-based and take place at MPD’s Tactical Training Center. Lesson plans are currently being finalized.</p>	<p>Because of the pandemic and civil unrest in 2021, 2021 professional development training is still being completed in early 2022, hence the delay in starting the training until May.</p>

The Metropolitan Police Department and the Use of Deadly Force:
The Deon Kay Case, Published May 25, 2021

ODCA Recommendations – Deon Kay Report	MPD Status (as of 1/23/22)	Bromwich Group Comments
<p>1. Revise Use of Force Policy and Broaden IAD Investigations. Revise the MPD use of force investigations policy to ensure that Internal Affairs Division (IAD) investigations are sufficiently comprehensive to allow the Use of Force Review Board (UFRB) to meet its mandate. (Target: Sept. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force) that was published on 1/1/22.</p>	<p>Agree that implementation of policy revisions is complete. The cases will show whether the revisions are being applied in practice.</p>
<p>2. IAD interview all involved officers at least twice and record walk-throughs. IAD should mandate that, in every case involving the use of deadly force, interviews of involved officers be conducted at least twice and walkthroughs with involved officers should be recorded. (Target: Sept. 2021)</p>	<p>COMPLETE IAD implemented in practice during the summer of 2021. The recommendation was incorporated into GO 901.07 (Use of Force), which was published on 1/1/22 and the FIT Manual which was published on 1/10/22.</p>	<p>Agree that implementation of policy revision is complete. MPD noted that the “when necessary” language was added for second interviews because they may not always be necessary. Whoever is in charge of the investigation will determine if second interviews are necessary, supervised by the IAD chain of command. Leaving so much discretion to the individual investigator may be problematic.</p>
<p>3. CST Policy. MPD should create a policy that defines the purpose and function of Crime Suppression Teams. (Target: Sept. 2021)</p>	<p>COMPLETE GO 301.02 (Patrol Specialized Mission Units) published on October 15, 2021.</p>	<p>Agree that implementation of policy revision is complete. Each district has its own CST, and the order is written broadly to cover specialized units that have names other than “CST”.</p>

ODCA Recommendations – Deon Kay Report	MPD Status (as of 1/23/22)	Bromwich Group Comments
<p>4. CST Training. CST officials should receive specialized training in management and leadership principles, as well as risk assessment, planning, and leadership. CST members should be trained, and retrained at regular intervals, on matters relevant to their assignments and should “embrace the principles of working with the community, reducing bias, and improving cultural competency.” (Target: Oct. 2021)</p>	<p>COMPLETE CSTs received mandatory training in June of 2021 on topics including Active Bystandership for Law Enforcement (ABLE), the Fourth and Fifth Amendments, discretion, and procedural justice. As part of the department’s 2021 professional development training, all officials, including those assigned to CSTs, received training on management and leadership. Beginning in 2022, the Metropolitan Police Academy (MPA) will implement ongoing training for CST officers and officials as outlined in GO 301.02 (Patrol Special Mission Units).</p>	<p>Agree that implementation of specialized training is complete.</p> <p>The lesson plans included de-escalation training. MPD noted that de-escalation training was already standard and will see if there has been any specific feedback on the de-escalation</p>
<p>5. Social Media Policy. MPD should create a policy on the use of social media in conducting criminal investigations. (Target: Sept. 2021)</p>	<p>COMPLETE EO-21-024 (Social Media for Investigative and Intelligence-Gathering Purposes) published on October 15, 2021.</p>	<p>Agree that implementation is complete; a social media policy has been created.</p> <p>Many training materials included the use of social media, and there had not previously been any formal policy, so the gap between policy and practice was potentially large.</p> <p>We suggested the policy be regularly reviewed and updated as new forms of social media develop.</p>

ODCA Recommendations – Deon Kay Report	MPD Status (as of 1/23/22)	Bromwich Group Comments
<p>6. Foot Pursuit Policy. MPD should develop a policy on foot pursuits. (Target: Sept. 2021)</p>	<p>IN PROGRESS Draft policy complete. Currently negotiating with FOP on impact and effects bargaining.</p>	<p>Significant progress has been made in discussions with the FOP and MPD hopes for completion in the near future. The aim is to reinforce the practices that good officers already engage in. MPD has reviewed foot pursuit policies from across the country, and blended various elements of those policies. The proposed MPD policy is less restrictive than Chicago’s policy and MPD believes some issues are better addressed in training rather than policy.</p>
<p>7. Improve UFRB Documentation. The UFRB findings should improve how Board feedback is memorialized by including more detailed findings of fact, more detailed “soft feedback” on how the officers could have improved tactically, and more specific recommendations related to MPD training and policy. (Target: Oct. 2021)</p>	<p>COMPLETE In July 2021, the UFRB added a scribe to take notes and document the Board’s feedback. Additionally, the Board developed a memorandum incorporating any feedback or recommendations related to the case that is now sent to the Chief of Police after each hearing (if there are any recommendations).</p>	<p>Agree recommendation has been implemented. The decision point matrix previously had been prepared by the investigator, but ODCA reports noted the quality was unsatisfactory and often matrices were summaries rather than analyses. Now the UFRB administrator prepares the matrix. And we encouraged MPD to make sure that actual analysis is performed.</p>

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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