
Office of Police Complaints

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Table FH0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$2,110,187	\$2,449,188	\$2,600,802	6.2
FTEs	20.5	24.2	24.2	0.0

The mission of the Office of Police Complaints (OPC) is to increase public confidence in the police and promote positive community-police interactions.

Summary of Services

OPC receives, investigates, adjudicates, and mediates police misconduct complaints filed by the public against Metropolitan Police Department (MPD) and D.C. Housing Authority (DCHA) police officers. In addition to these responsibilities, the agency issues policy recommendations to the Mayor, the Council of the District of Columbia, and the Chiefs of Police of MPD and DCHA's Office of Public Safety (OPS) proposing reforms that will promote greater police accountability by reducing the level of police misconduct or improving the citizen complaint process.

The agency's FY 2018 proposed budget is presented in the following tables:

FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FH0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table FH0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	2,110	2,449	2,601	152	6.2	20.5	24.2	24.2	0.0	0.0
TOTAL FOR GENERAL FUND	2,110	2,449	2,601	152	6.2	20.5	24.2	24.2	0.0	0.0
GROSS FUNDS	2,110	2,449	2,601	152	6.2	20.5	24.2	24.2	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FH0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table FH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,263	1,156	1,670	1,658	-13	-0.8
12 - REGULAR PAY - OTHER	312	403	238	244	6	2.4
13 - ADDITIONAL GROSS PAY	5	14	3	7	4	145.8
14 - FRINGE BENEFITS - CURRENT PERSONNEL	320	322	368	357	-11	-3.0
15 - OVERTIME PAY	26	7	5	5	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	1,926	1,902	2,284	2,271	-14	-0.6
20 - SUPPLIES AND MATERIALS	35	71	20	40	20	100.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	6	4	1	1	0	22.8
40 - OTHER SERVICES AND CHARGES	39	28	43	48	5	11.2
41 - CONTRACTUAL SERVICES - OTHER	90	93	93	234	140	150.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	37	12	7	7	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	207	208	165	330	165	100.3
GROSS FUNDS	2,133	2,110	2,449	2,601	152	6.2

*Percent change is based on whole dollars.

FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FH0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	13	12	12	0	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	7	14	14	0	0.0	0.0	0.0	0.0
(1070) FLEET MANAGEMENT	0	3	1	-2	0.0	0.0	0.0	0.0
(1085) CUSTOMER SERVICE	62	62	64	1	0.9	1.0	1.0	0.0
(1090) PERFORMANCE MANAGEMENT	622	576	764	189	3.5	4.0	4.0	0.0
NO ACTIVITY ASSIGNED	2	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	705	668	855	188	4.4	5.0	5.0	0.0
(2000) COMPLAINT RESOLUTION								
(2010) INVESTIGATION	1,165	1,379	1,347	-32	13.7	15.5	15.5	0.0
(2020) ADJUDICATION	28	23	28	5	0.0	0.0	0.0	0.0
(2030) MEDIATION	36	40	30	-10	0.0	0.0	0.0	0.0
SUBTOTAL (2000) COMPLAINT RESOLUTION	1,229	1,442	1,405	-37	13.7	15.5	15.5	0.0
(3000) PUBLIC RELATIONS								
(3010) OUTREACH	92	93	95	2	1.1	1.2	1.2	0.0
SUBTOTAL (3000) PUBLIC RELATIONS	92	93	95	2	1.1	1.2	1.2	0.0
(4000) POLICY RECOMMENDATION								
(4010) POLICY RECOMMENDATION	85	246	245	-1	1.3	2.5	2.5	0.0
SUBTOTAL (4000) POLICY RECOMMENDATION	85	246	245	-1	1.3	2.5	2.5	0.0
TOTAL PROPOSED OPERATING BUDGET	2,110	2,449	2,601	152	20.5	24.2	24.2	0.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Police Complaints (OPC) operates through the following 4 programs:

Complaint Resolution – investigates, adjudicates, and mediates misconduct complaints against sworn officers of the Metropolitan Police Department (MPD) and the Office of Public Safety (OPS) in a fair, impartial, and timely manner.

This program includes the following 3 activities:

- **Investigation** – investigates and produces reports related to complaints of misconduct against sworn MPD and OPS officers;
- **Adjudication** – renders final determinations of police misconduct complaints against sworn officers of MPD and OPS; and
- **Mediation** – provides a forum for complainants and subject officers to interact and develop a better awareness and understanding of the incident that led to the filing of a misconduct complaint and, if possible, reach an agreement to resolve the conflict.

Public Relations – informs and educates the public through outreach concerning OPC’s mission, authority, and processes to ensure that the agency's services can be fully accessed; and performs liaison functions between the office, other District agencies, and the public.

Policy Recommendation – proposes to the Mayor, Council of the District of Columbia, and Chiefs of Police for MPD and OPS improvements concerning the citizen complaint process and the elements of management of the covered law enforcement agencies that have a bearing on police misconduct, such as recruitment, training, evaluation, discipline, and supervision of police officers.

Agency Management – provides for administrative support and the required tools to achieve operational and programmatic results. This program is standard for all agencies using performance-based budgeting.

Program Structure Change

The Office of Police Complaints has no program structure changes in the FY 2018 proposed budget.

FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FH0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table FH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		2,449	24.2
Other CSFL Adjustments	Multiple Programs	2	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		2,451	24.2
Increase: To align resources with operational spending goals	Multiple Programs	14	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-14	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		2,451	24.2
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget		2,451	24.2
Enhance: To support an independent review of MPD’s actions during the 2017 Presidential Inauguration weekend (one-time)	Agency Management	150	0.0
LOCAL FUNDS: FY 2018 District’s Proposed Budget		2,601	24.2
GROSS FOR FH0 - OFFICE OF POLICE COMPLAINTS		2,601	24.2

(Change is calculated by whole numbers and numbers may not add up due to rounding)

FY 2018 Proposed Budget Changes

The Office of Police Complaints' (OPC) proposed FY 2018 gross budget is \$2,600,802, which represents a 6.2 percent increase over its FY 2017 approved gross budget of \$2,449,188. The budget is comprised entirely of Local funds.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OPC's FY 2018 CSFL budget is \$2,450,802, which represents a \$1,614, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$2,449,188.

CSFL Assumptions

The FY 2018 CSFL calculated for OPC included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$368 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$3,422 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OPC also includes a decrease of \$2,176 for the Fixed Costs Inflation Factor to account for projections for Fleet estimates.

Agency Budget Submission

Increase: OPC's proposed budget reflects a net increase of \$13,984 primarily in the Agency Management program to cover costs associated with office supplies.

Decrease: OPC's budget proposal includes a net reduction of \$13,984 primarily in the Complaint Resolution program to offset the increase in nonpersonal service costs.

Mayor's Proposed Budget

No Change: The Office of Police Complaints' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

District's Proposed Budget

Enhance: OPC's proposed budget reflects a one-time enhancement of \$150,000 in the Agency Management program to support an independent review of MPD's actions during the 2017 Presidential Inauguration weekend.

Agency Performance Plan*

Office of Police Complaints (OPC) has the following strategic objectives for FY 2018:

Strategic Objectives

Strategic Objectives describe what the agency will do, at a high level, to achieve its mission. These are action-based sentences that define what an agency does for its customers, whether the customers are residents or other District agencies, and how that improves the District.

Objectives

1. Resolve police misconduct complaints in an impartial, timely, and professional manner.
2. Promote positive community-police interactions through public education and awareness.
3. Enhance OPCs mission to improve public confidence and community trust.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

Activities include the work that happens on a daily basis to help achieve the Strategic Objectives. Activity names come from the budget line items. This is further divided into “daily services” (ex. sanitation disposal), and long-term “key projects” that are high profile, one-time and span several years, (ex. redevelopment of Walter Reed Army Medical Center). Many agencies will mostly have daily services, whereas some agencies that have more of their budget come from capital funding will have several key projects.

1. Resolve police misconduct complaints in an impartial, timely, and professional manner. (5 Activities)

Activity Title	Activity Description	Type of Activity
Conduct Monthly Case Reviews With Investigators	Investigation managers meet monthly with the investigators to ensure that the cases are being investigated with the best techniques and best practices and that they are timely.	Daily Service
Manage and Monitor Complaint Examiner Compliance	Ensure through continuous review and communication that the complaint examiners are complying with the review and analysis requirements and timeline.	Daily Service
Conduct Complaint Examiner In-Service Training	Complaint examiners should be trained each fiscal year on any updates to the program and any new requirements.	Key Project
Neighborhood Engagement Achieves Results (NEAR) Act Compliance	Through evaluation of our internal operations, ensure our practices and procedures are complying with the NEAR Act of 2015.	Key Project
Investigator Participating In Continual Professional Development	Each investigator participate in continuous professional development trainings, workshops, outreach opportunities, or mentoring to develop their technical and industry investigating skills as well as best practices.	Key Project

2. Promote positive community-police interactions through public education and awareness. (2 Activities)

Activity Title	Activity Description	Type of Activity
Outreach Events	Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events. Employ outreach activities to ensure that the community knows about the Office of Police Complaints and its services.	Daily Service

2. Promote positive community-police interactions through public education and awareness. (2 Activities)

Activity Title	Activity Description	Type of Activity
Create Partnerships	Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships. Employ effective communication strategies through social media, contacts, and media relations to build community partnerships.	Daily Service

3. Enhance OPCs mission to improve public confidence and community trust. (3 Activities)

Activity Title	Activity Description	Type of Activity
OPC complaints	Continuously review the trends and patterns that our complaint data reveals to ensure we are reporting any policy recommendations that could improve Metropolitan Police Department (MPD) or DC Housing Authority Police Department (DCHAPD) practices and procedures in an effort to best serve the community.	Daily Service
Research Policing Best Practices	Research policing best practices to remain up-to-date on national civilian police oversight of law enforcement trends, police practices, updated legal impacts to better serve the community in ensuring the District police forces are operating with the best practices and procedures.	Daily Service
Meet with MPD Leadership	With the cooperation of MPD, conduct regular meetings with MPD leadership to discuss the implementation status of OPC's policy recommendations.	Daily Service

KEY PERFORMANCE INDICATORS

Key Performance Indicators measure how well an agency is achieving its Strategic Objectives. They are outcome-oriented and should be used to answer the question, “What does the agency need to measure to determine success?”

1. Resolve police misconduct complaints in an impartial, timely, and professional manner. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of complaint examiner decisions completed within 120 days	No	100%	100%	80%	80%	80%
Percent of examiners trained	No	Not Available	Not Available	Not Available	100%	100%
Percent of investigations completed within 180 days	No	39.1%	70%	60%	60%	60%

2. Promote positive community-police interactions through public education and awareness. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of complaints resolved through mediation program	No	11.9%	12.9%	9%	9%	10%

3. Enhance OPCs mission to improve public confidence and community trust. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of policy recommendation reports published	No	100%	100%	100%	100%	100%

4. Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

WORKLOAD MEASURES

Workload Measures, also called inputs or outputs, quantify an activity, effort or process that is necessary to make progress towards the Strategic Objectives. They help answer the question; “How much are we doing?”

1. Review all OPC complaints received to determine trends and/or patterns

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of complaints received	No	Not Available	Not Available	438
Number of contacts	No	Not Available	Not Available	1,448

2. Research policing best practices

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of policy recommendations issued	No	Not Available	Not Available	1

3. Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of outreach events held	No	Not Available	Not Available	32

4. Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of community partnerships created	No	Not Available	Not Available	15

5. Conduct regular meetings with MPD leadership to discuss policy change recommendations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of meetings held with MPD	No	Not Available	Not Available	Not Available

6. Conduct monthly case reviews with investigators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of meetings held	No	Not Available	Not Available	Not Available

7. Manage and monitor complaint examiner compliance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of complaint examiner decisions processed	No	Not Available	Not Available	30

8. Conduct complaint examiner In-Service Training

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of investigators attended required training	No	Not Available	Not Available	10

9. Investigator participating in continual professional development

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of investigators attending annual MPD professional development training	No	Not Available	Not Available	Not Available
Number of investigators attending at least two external training sessions	No	Not Available	Not Available	10

(Continued on next page)

9. Investigator participating in continual professional development

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of new investigators attending Reid Training	No	Not Available	Not Available	2
Number of presentations completed	Yes	Not Available	Not Available	New Measure

Performance Plan Endnotes

*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

***Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.